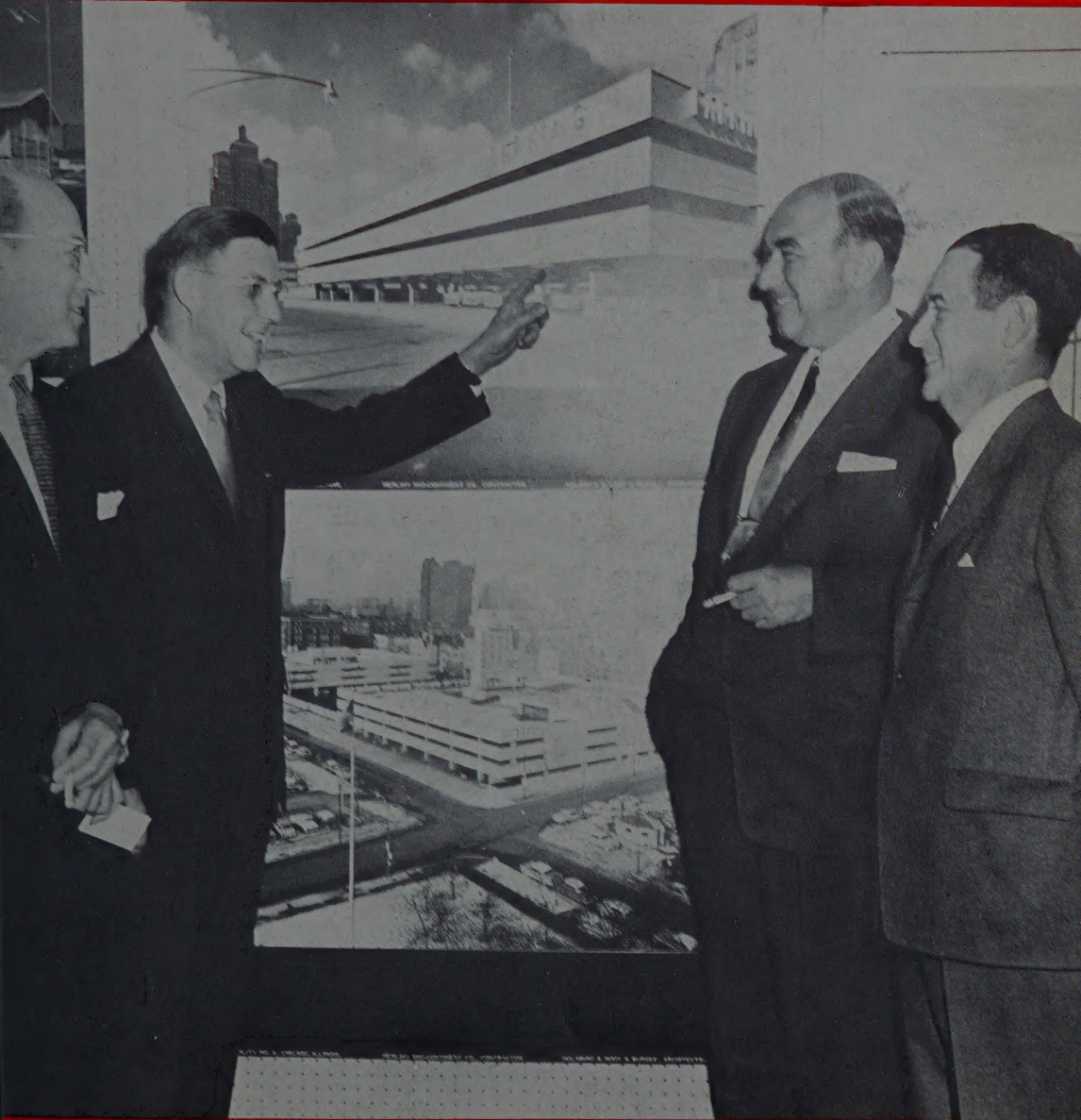


# COMMERCE

MAY 1957

35C

Published since 1904 by the Chicago Association of Commerce and Industry



Chicago's the Real Winner — See Page 5

Plan For Living

How Are Foreign Engineers Doing in U.S.?

# NEW ALL DC-7B CONTINENTAL CLUB COACH



#### Hot "Country Club" Meals:

Choice of 4 entrees, from "Club Coach" meals to deluxe "Country Club" dinners. Optional, at moderate extra cost. Children's portions at reduced prices.



#### Luxury 5-Seat Lounge:

Continental's Club Coach is the only coach-with-lounge between Chicago and Los Angeles. Here's a feature you'll enjoy on every Club Coach flight.

## First and Only DC-7B Luxury Coach Service to DENVER • LOS ANGELES

(Kansas City service to start in July)

Here's the new idea in air service — *luxury at low cost!*  
And the new DC-7B Continental Club Coach gives you more  
luxury at low coach fares than any other air service.  
For example: You fly DC-7Bs...the world's fastest airliner...on  
every flight — there are Reserved Seats —  
compartmentalized cabins featuring a unique Stag Smoker  
Lounge — hot "Country Club" meals, and cocktails,  
at moderate extra cost — and a host of other luxury features.  
Add to this the savings of low coach fares and  
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buy for both business and pleasure travel.



# Continental AIR LINES

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You'd be surprised at the number of Inland people, like these men, who spend their free time studying chemistry, metallurgy, physics—adding scientific knowledge to their already solid practical backgrounds. Inland's broad training plan, with a wide variety of formal and informal courses, covers just about every phase of the industry. Typical are the Inland-Purdue University cooperative classes in which men from our mills take college level courses in subjects related to steelmaking at Inland expense. Good investment, we find. For the results are bound to show up in better Inland service—better Inland steels—to meet *your* specific requirements.



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of  
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in Steel*

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**for-men-only**

**nonstops to New York**



The new "Advance Executive" leaves Midway at 4:30 p.m., thirty minutes earlier than "The New York Executive."

For reservations on either of these popular dinner flights to La Guardia, call United Air Lines at **Financier 6-5700**, or an authorized travel agent.

**statistics of...**

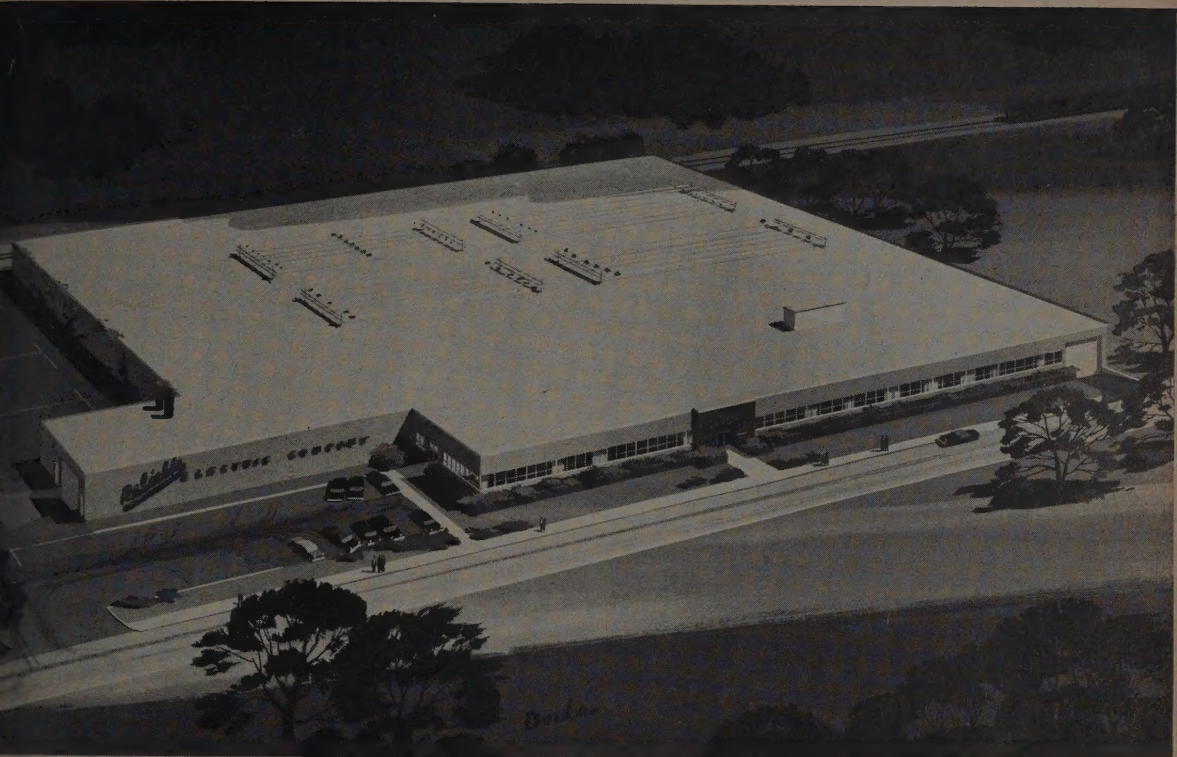
## Chicago Business

	March, 1957	February, 1957	March, 1956
Building permits, Chicago	1,324	1,178	
Cost	\$ 26,656,313	\$ 22,226,047	\$ 26,656,313
Contracts awarded on building projects, Cook Co., Cost	\$ 108,268,000	\$ 93,433,000	\$ 96,268,000
(F. W. Dodge Corp.)			
Real estate transfers, Cook Co.	7,322	5,580	
Consideration	\$ 5,258,158	\$ 5,782,587	\$ 4,803,101,820
Bank clearings, Chicago	\$ 4,803,101,820	\$ 4,408,482,381	\$ 4,555,710,000
Bank debits to individual accounts:			
7th Federal Reserve District	\$30,042,000,000	\$27,081,000,000	\$28,552,000,000
Chicago only	\$15,577,264,000	\$12,830,710,000	\$14,600,000,000
(Federal Reserve Board)			
Bank loans (outstanding) Chicago weekly reporting banks	\$ 3,969,000,000	\$ 3,803,000,000	\$ 3,549,000,000
Midwest Stock Exchange transactions:			
Number of shares traded	1,654,000	1,748,000	2,148,000
Market value of shares traded	\$ 59,552,433	\$ 63,749,121	\$ 96,268,000
Railway express shipments, Chicago area	865,707	793,974	
Air express shipments, Chicago area	79,257	72,081	
L.C.L. merchandise cars, Chicago area	15,382	14,078	
Electric power production, kwh, Comm. Ed. Co.	1,738,762,000	1,629,733,000	1,658,762,000
Industrial gas sales, therms, Chicago	17,949,236	17,485,182	17,949,236
Steel production (net tons), metropolitan area	1,866,900	1,772,400	1,866,900
Revenue passengers carried by Chicago Transit Authority Lines:			
Surface division	42,280,365	39,197,535	44,280,365
Rapid transit division	9,698,252	9,071,665	10,698,252
Postal receipts, Chicago	\$ 13,258,964	\$ 12,017,172	\$ 13,258,964
Air passengers, scheduled, Midway and O'Hare airports:			
Arrivals	405,996	340,257	
Departures	417,049	364,096	
Consumers' Price Index (1947-49=100), Chicago	121.6	121.5	
Receipts of salable livestock, Chicago	373,709	374,605	
Unemployment compensation claimants, Cook & DuPage counties	38,533	39,007	
Families on relief rolls:			
Cook County	23,998	23,639	
Other Illinois counties	15,368	15,750	

### June, 1957, Tax Calendar

Date Due	Tax	Returnable to
1	Last day to file Illinois Capital Stock Tax return	Dept. of Revenue
15	Illinois Retailers' Occupation Tax and MROT return and payment for month of May	Dept. of Revenue
15	If total Income and Social Security Taxes (O.A.B.) withheld from employee plus employer's contribution in May exceeds \$100, pay amount to	Authorized Dealer
15	Second installment date for individual's declaration of estimated tax for 1957 (also for revision of original estimates and date of original filing for those persons who did not have to file as of April 15)	District Director, Internal Rev.
15	Second installment (50%) of 1956 Federal Income Tax by corporations	District Director, Internal Rev.
15	Non-resident alien individuals and non-resident foreign corporations file calendar year (1956) income tax returns	Director, Internal Operation, Rev. Service, Room 25, D. C.





Rendering of New Plant now under Construction for Reliable Electric Company

## Third Plant Located in Clearing's New Franklin-Mannheim District

Mannheim Road and Franklin Ave.

Franklin Park

### NEW MODERN DISTRICT OR MODERN PLANTS

Choice Sites Available

Clearing Industrial District, Inc., has four modern industrial districts in the Chicago area. The company offers the services of a complete engineering and construction department, architect and financing on either a long term lease or purchase contract; in short, every detail toward a completed project.

For further details address inquiries to "Clearing Industrial District, Inc., 38 South Dearborn Street, Chicago 3" or call RAndolph 6-0135.

## CLEARING INDUSTRIAL DISTRICT, Inc.

FIRST NATIONAL BANK BUILDING

CHICAGO 3, ILLINOIS



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Ever since the '20s when CHICAGO CONCRETE was building a reputation for tackling jobs that other contractors thought too difficult or not profitable enough, that slogan, "WANTED! A HARD JOB!!" has been our best advertisement. Out of the many "hard jobs" that CHICAGO CONCRETE has successfully completed we have developed an experienced group of over 600 men, functioning as precisely and with as much close coordination as does an expertly-trained football team. This organization, thoroughly experienced in ALL phases of construction, is now available to the executive interested in

having a plant built the way HE wants it built!

CHICAGO CONCRETE CONSTRUCTION CO., having particularly-close control over all the various phases of construction is thus in the extremely-unique position of guaranteeing that your plant will be custom built to your needs, completed per an agreed-to schedule, and with substantially-lowered costs. Why don't you make it a point to phone or write today to learn how CHICAGO CONCRETE CONSTRUCTION'S UNIFIED CONSTRUCTION SERVICE can fit into your building plans?

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ROBERT A. GRAY, PRESIDENT

12233 SOUTH AVENUE "O"

CHICAGO 33, ILL.

BAyport 1-8400



# COMMERCE

## Magazine

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May, 1957

Volume 54

Number 4

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Sturdy, Editor

Tom Callahan, Associate Editor

Gordon Rice, Advertising Manager

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### in this issue . . .

COMMERCE pays tribute to the men and women and the professions and crafts they repre-

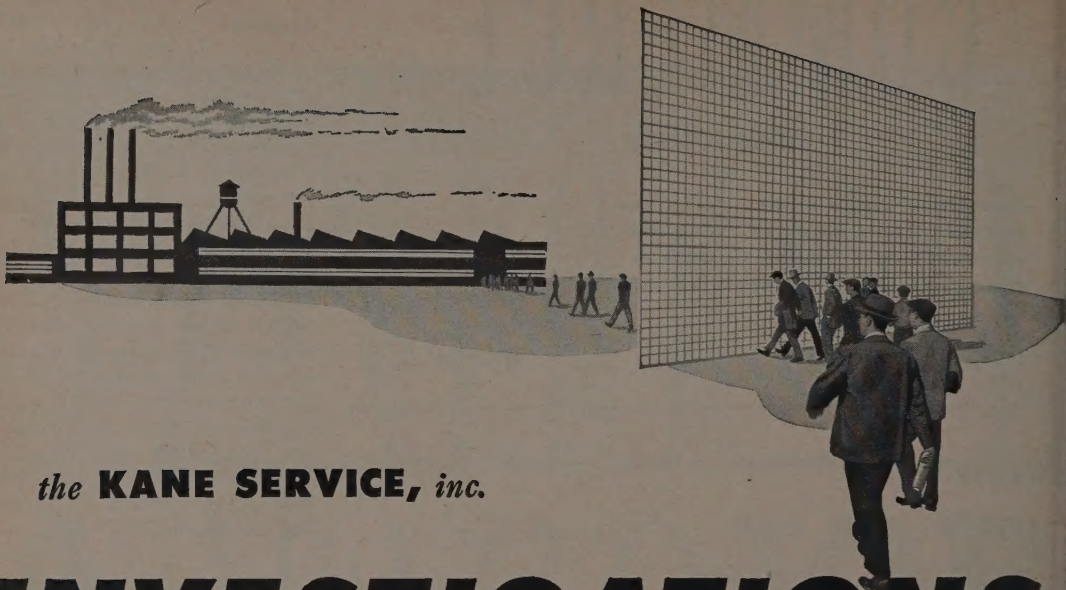
sent in the construction industry for their prize-winning efforts in the third annual awards contests sponsored jointly by the Honor Awards committee of the Chicago Chapter, American Institute of Architects and the Urban Renewal committee of the Chicago Association of Commerce and Industry. Starting on page 21 is a 72-page section devoted to the eight honor award winners and the 32 winners of citations of merit. The 40 winners were selected from over 300 entries in this year's contest. All represented work completed since January 1, 1952, and located in the Chicago Metropolitan area. The special section contains 75 pictures of the winning entries.

Our regular section starts off on page 13 with a discussion by one of Chicago's leading citizens of his plan for living a constructive and enjoyable life. Our second feature article, page 15, reports how foreign engineers, brought to this country to help alleviate the engineer shortage, are making out. On page 16 is a summary of a five year study on prolonged illness — and absenteeism in industry made by the Research Council for Economic Security. Ever hear of Serendipity? It takes over where Murphy's law stops and is discussed in full starting on page 19. Chicago's most readable list of ships sailing from Chicago to overseas ports is presented on page 107.



One of the winners of an honor award at the third annual Civic Pride Luncheon, was the City of Chicago for its Parking Facility Number 6. Pointing out some of the features of the structure (shown in the background on our cover) is Bertram A. Weber, fellow of the AIA and chairman of the honor awards program. His audience includes: (left to right) Samuel Lichtmann, president of the Chicago Chapter, American Institute of Architects; William Zeckendorf, president of Webb and Knapp, Inc.; and Joseph L. Block, president of the Chicago Association of Commerce and Industry and President of the Inland Steel Company.





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*can mean important savings to you*

The Investigation Department of the Kane Service can help you get to the bottom of those difficult and frequently very costly situations involving the misbehavior of company personnel. Kane Service investigators are thoroughly experienced and fully qualified, and are backed with the most modern scientific detection equipment. All investigations are, of course, confidential.

## PRE-EMPLOYMENT SCREENING...



The past history of prospective employees for positions involving the handling of money or other valuables can be verified by the Kane Service Investigation Department. Here the Polygraph (lie detector) can also be advantageously used to uncover the necessary facts quickly.

## INVENTORY SHORTAGES...

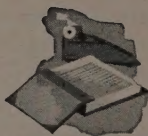


Frequently, unknown to employees, Kane investigators work side-by-side with them to uncover the source of material and merchandise shortages.



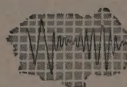
## BEHAVIOR PROBLEMS...

The facts concerning excessive drinking or similar behavior problems by employees in positions of trust can be quickly ascertained by Kane Service investigators.



## EMBEZZLEMENTS...

Specialists in undercover assignments, Kane Service investigators have many successful case histories in solving money thefts.



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# The Editor's Page

## How Long Is "Temporary"?

That puzzling little question is posed in a leaflet prepared by the National Conference for Repeal of Taxes on Transportation. And it's an important question indeed—not just to the commercial agencies of transportation and to the businesses which patronize them, but to every person in the country. For all of us are direct and indirect consumers of transportation every day of our lives.

These transportation excise taxes are paid by the customer of the transportation services—the services themselves simply act as tax collectors, and pass the money on to the U. S. Treasury. They amount to 10 per cent on passenger fares, and to three per cent on freight or express charges, except for coal, which carries a tax of four cents a ton, and oil movements by pipeline, which carry a tax of  $4\frac{1}{2}$  per cent. In other words, for every dollar spent for a ticket on a train, plane or bus, the government adds another dime. For every dollar spent to send something by freight express, it adds another three cents. This is a pyramiding, multiplying tax, as it is applied to every movement of goods from raw materials to finished items. It is thus an inflationary tax, which adds substantially to everyone's cost of living.

These excise taxes are not part of the normal tax structure which applies to all enterprises and incomes. They were passed as a World War II "temporary" emergency measure, and they were designed to discourage unnecessary travel and shipping as well as to produce war revenues. Yet the war ended 12 years ago and the taxes are still on the books.

How long is "temporary"?

## For More Schools

The Chicago public school system, like most of those throughout the country, is bursting at the seams. Elementary school enrollment has increased by 64,000 pupils since 1951. Despite the extensive building program which has been in progress since 1951, more than 22,000 pupils are now attending elementary schools on a double shift basis because of the shortage of classrooms. For the next five years, 15,000 more pupils are expected to be added to the elementary school enrollment each year.

To remedy the present overcrowding and provide for future growth, the board of education is asking

for voter approval of a \$50 million bond issue at the June 3 election. The cost of classroom and auxiliary facilities for elementary pupils is slightly more than \$1,000 per pupil. Consequently, the major portion of the building bond fund will be required to meet the increased enrollment at the elementary level. Present plans call for \$31.5 million of the \$50 million for elementary school building.

There will also be an additional 17,000 students in the city's high schools by 1962. The movement of the population toward the fringes of the city is creating needs for new secondary school buildings in areas where there are now none. Some \$10 million of the \$50 million bond issue is programmed to meet the need for high schools in new locations and more classrooms in others. Of the remaining \$8.5 million, \$5.5 million would be used for a new teachers' college building and \$3 million for sites.

The Chicago School Board has won wide commendation for its use of the almost \$100 million derived from previous bond issues in the last six years. With these funds 30 school buildings have been constructed or purchased, 33 additions have been completed, 19 buildings and 17 additions are under construction. While still in the planning stage appropriations have been made for the further construction of ten new buildings and four additions. Seventy-three school building sites have been purchased or will be purchased from bond proceeds. Partial rehabilitation has been effected in nearly 50 of the older schools.

The total effect has been to provide 76,000 classroom seats, which is several thousand more than the funds were originally expected to provide. This was accomplished in the face of steadily rising building and equipment costs.

Chicago's need for more schools and classrooms is self-evident. The school board and administration have made excellent use of the funds with which they were previously provided. The voters of Chicago should approve their request for \$50 million more overwhelmingly. Among Chicago's many urgently needed public improvements, none is more pressing than providing more schools.

*Alan Sturdy*





## One La Salle Street

numbers among its tenants the outstanding insurance companies listed below. These firms selected this distinguished building because of its central location, its imposing architecture, the high character of its occupancy, the excellent standard of service maintained, and the prestige of its address.

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 Connecticut General Life Insurance Co.  
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 Manhattan Life Ins. Co.  
 Manufacturers Life Insurance Co.  
 Massachusetts Indemnity Insurance Co.  
 Massachusetts Mutual Life Insurance Co.  
 Mutual Benefit Life Insurance Co. of New Jersey  
 New England Mutual Life Insurance Co.  
 Northwestern National Life Insurance Co.  
 Occidental Life Insurance Co. of California  
 Ohio National Life Insurance Co. of Cincinnati  
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 Provident Mutual Life Insurance Co.  
 State Mutual Life Assurance Co. of Worcester, Mass.  
 Sun Life Assurance Co. of Canada

*Inquiries are invited regarding space available, adaptability to specific needs, rentals, service features, and other details.*

**L. J. Sheridan & Co.**

**Agents**

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## Here...There... and Everywhere

• **Farmers' Debts and Assets**—For the first time in more than a decade, farmers' aggregate debts (\$20.7 billion at the beginning of 1957) are on a par with their cash assets (\$20.4 billion) according to figures compiled by the U. S. Department of Agriculture. Both totals are at new high levels, but debts have shown the greater rate of growth of the two in recent years, in common with the trend in the rest of the economy.

• **Iron Ore Imports**—The record imports of 34 million net tons of iron ore during 1956 mark an 11-fold increase in such imports since the end of World War II. Last year's receipts of ore from foreign countries were nearly 30 per cent greater than the former record of 26.3 million net tons set during 1955. Moreover, imports have gained in every year, except one, since 1946, when the total was 3.1 million net tons.

• **\$2 Billion of Equity Capital**—Companies listed on the New York Stock Exchange raised more than \$2 billion in new equity capital in the last two years from their own common share owners, the N. Y. Exchange reports. In 1956, 41 listed corporations raised \$1.12 billion by offering common stockholders rights to buy 24.4 million additional common shares. The year before, 44 listed companies raised \$991 million through rights permitting common stockholders to buy 23 million shares.

• **Bank Resources Hit New High**—Combined resources of United States banks have reached an all-time high according to the latest edition of the Rand McNally International Banker's Directory. As of December 31, 1956 resources of U. S.

Banks rose to more than \$254 billion as compared with a little over \$252 billion on the same date, 1955. Loans are also on the increase. As of December 31, 1956, U. S. banks made loans totaling almost \$100 billion, an increase of more than \$7 billion over the previous year.

• **State Withholding Rises**—Withholding of state income taxes by employers on wages paid to workers is increasing by leaps and bounds, according to Commerce Clearing House. To date 17 of the 31 states which levy income taxes have instituted the practice of withholding the tax in one degree or another at the employment source. Of the ten states provide for deduction of the tax from all wages paid within their respective jurisdictions. The District of Columbia also requires income tax withholding. A general withholding provision becomes effective July 1, 1957, in Indiana.

• **\$16 Million Paid Daily**—Estimated 24 hours during 1956, on the average, life insurance companies paid to their policyholders and beneficiaries in this country \$16.1 million, according to the Institute of Life Insurance. The year's aggregate benefit payments were \$5.9 billion up \$495 million from the year before and more than twice the payments of ten years ago. "Living benefits, going to policyholders themselves, totaled \$3.5 billion, 59 per cent of the total.

• **New High Energy Fuel**—planes and missiles may go higher and faster as a result of experiments on super high energy fuels at Armour Research Foundation of the Illinois Institute of Technology.

(Continued on page 103)



# MART EXECUTIVE SERVICE

180 WEST WASHINGTON STREET

• CHICAGO 2, ILLINOIS

## HONEST FACTS about a PRESSING PROBLEM

Gentlemen:

We are in a position to provide the services of thoroughly experienced girls to devote approximately four hours a day to transcribing your correspondence. Our girls work at home and you may be in telephone contact with your transcriber at all times. She will be assigned to your work exclusively.

The work will be picked up one day and returned, ready for signature, the following day. All work is unconditionally guaranteed.

We can also supply, for example, without charge, with every 10,000 lines of work per month, one De Jur Stenorette dictating machine. When you have completed 125,000 lines, we will deliver the title to the machine to you, plus a one-year service contract.

Our price is \$12.00 per 1,000 lines. The method of measurement is six lines per inch. We measure from the date to the last line of signature, allowing four spaces from date to heading and four spaces for the signature, with a one-inch margin on each side. If the letter measures five inches from the date to signature, the cost is 36¢. This includes the typing of the envelope and up to three carbon copies, if desired. Under our program, you eliminate the variance in the quantity of work turned out by a slow operator and a rapid, experienced operator.

There are no contracts to sign. You may terminate at the end of any given month. Under our plan, you eliminate not only the personnel problem of getting and training qualified transcribers, but you also avoid bottlenecks and added labor costs created by peaks and valleys in your correspondence.

Our program has been operating successfully in the Chicago area for some time. We would welcome the opportunity of discussing and solving your problems in this respect.

Very truly yours,  
MART EXECUTIVE SERVICE  
Oscar Berns  
General Manager

DB/mf

P.S. A phone call will bring our representative to discuss your problem without obligation.



# Trends in Finance and Business

• **Midway Retains Title** — Midway was the busiest airport in the United States in 1956 with 372,177 landings and takeoffs, the civil aeronautics administration reports. It's a distinction Midway has held for a number of years.

Miami airport was in second place, a position it held last year too. It handled 336,228 landings and takeoffs. Los Angeles airport topped La Guardia field in New York, 290,544 to 281,964.

During the year, the CAA reported, aircraft operations totaled 22,046,000, an increase of 2,558,000 over 1955. Midway led from the standpoint of total air operations and of air line and itinerant operations. Air line flights totaled 356,717 and the remainder involved itinerant aircraft.

• **Price March Slows Down** — The retail price level, as measured by

the National Industrial Conference Board's consumer price index, registered a slight 0.1 per cent increase in March, the smallest advance of any month in the first quarter of 1957. The all-items index for the United States was 103.7 (1953=100), which was 0.1 per cent above the previous month and 2.6 per cent above the year-ago level.

The purchasing value of the March, 1957 dollar, at 96.4 cents (1953 dollar=100 cents) was 0.1 cent below the previous month's figure and 2.5 cents below that of March, 1956.

Price increases were recorded for three of the five major commodity groups comprising the index. Housing costs were up 0.4 per cent and sundries 0.3 per cent over the month, while apparel showed a smaller increase of 0.1 per cent. The remaining two groups, food and transportation, registered declines of 0.1 per

cent and 0.4 per cent, respectively.

March food prices were down a result of declines in the cost of dairy products, eggs, fresh frozen fruits and vegetables, butter and coffee. Price increases for meats other than beef, bakery products and fats and oil were too slight to offset these declines, which were especially sizeable for eggs and butter. Transportation costs also dropped owing to lower new and used prices.

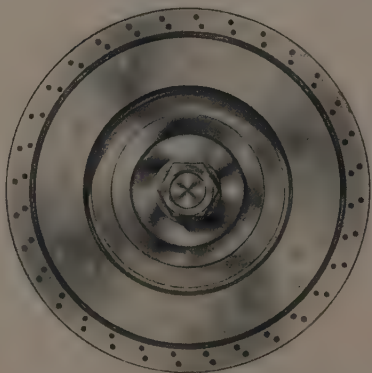
• **College Graduate Market** — Employer competition for the services of college graduates of 1957 was earlier, faster, and more furious than last year. Fantastic aspects of the spring job market are summed up in a preliminary bulletin of the Northwestern National Life Insurance Company:

On many campuses, the number

(Continued on page 103)

## NEW E-Z-KUT WONDER WHEELS

—the fastest cutting wheels in industrial history!



- Use without backband
- Get faster, more uniform cutting
- Save on belt costs
- Use fewer wheels
- Work at lower temperatures

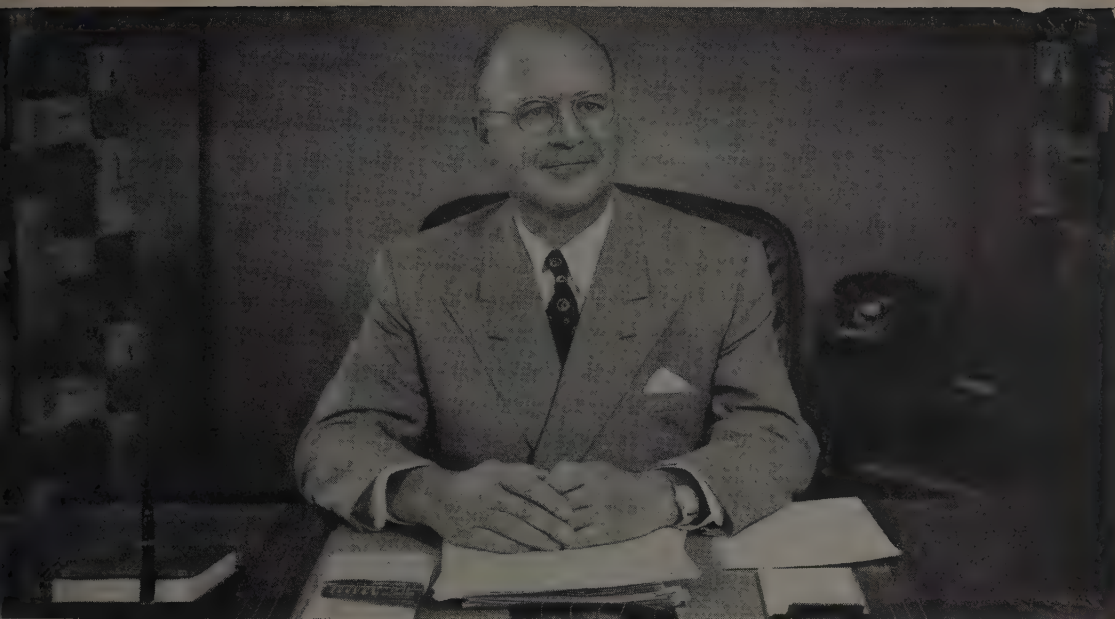
## MERMAC

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## ***"We find our credit union helpful in 'breaking-in' new employees"***

**SAYS R. E. SOMMER, President and General Manager of Keystone Steel and Wire Company.** *"Our credit union has been helpful to all Keystone employees, but particularly to the new ones. It gives those who have financial problems a chance to get a good start here by consolidating their bills and time payments into a single secured loan at reasonable interest rates. Free from money worries, the workers are able to devote full attention to making good at their jobs. Wage assignments and garnishments are practically eliminated."*

A CREDIT UNION is a self-supporting, all-employee activity. The workers who participate voluntarily, operate their own borrowing and saving organization under state or federal supervision.

In a credit union workers save together to provide a fund from which they can borrow in time of need or for any worthwhile purpose. Loans are made quickly, conveniently and at low cost to the borrower. Companies who have credit unions report that this helpful source of credit practically eliminates such problems as wage garnishments and requests for pay advances.

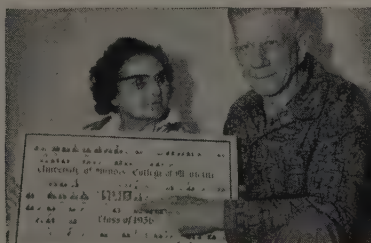
Equally important, a credit union encourages thrift, helping employees to achieve the financial security that is necessary for good morale and job satisfaction.

The credit union concept is not new. It has been growing steadily for over a century. Today more than 10,000,000 Americans are served by some 22,000 credit unions. Management, labor, government and church leaders enthusiastically endorse the credit union idea.

For information on how to help your employees start a credit union, simply clip and mail the coupon below.



"aid cash for a new car with my savings," reports Lomes Stallings, a charter member of the KeyStone's credit union. Current assets of this credit union total \$1,700,000 with a membership of over 2575. It has four full-time employees and will soon occupy its new \$50,000 modern office building which it is building on grounds leased from the company.



"I borrowed to help put my son through medical school," says William Helmich, a Keystone employee with 39 years of service. "Without the help of our credit union it would have been very difficult for Bob to complete his education." Last year, alone, the credit union at Keystone loaned out over one and one-quarter million dollars to over 1400 members.

### CLIP AND MAIL

**Illinois Credit Union League  
309 W. Jackson Blvd.  
Chicago 6, Illinois**

Please send me, without cost, complete information on organizing a credit union.

Name

Address

Company Name





# A Plan For Living

By OSCAR G. MAYER

**A successful Chicagoan discusses his three-point, eleven-word program for leading a sensible constructive life**

SOME years ago I set myself the task of finding a simple formula on which a sensible constructive life could be built. One of my aims was to help those closest to me toward a clearer understanding of life's true goals, and to make easier the decisions which life constantly requires. Later I wondered whether presentation of these basic principles, logically supported, might interest high school and college students, and perhaps their parents and teachers as well. With this thought in mind, I offer my three-point, eleven-word program.

**THE CODE**  
**LIFE-LONG PERSONAL DEVELOPMENT.**  
**GENEROUS CONSIDERATION FOR OTHERS.**  
**DUE SERVICE TO SOCIETY.**

You will promptly see that this code envisages man as a social being, that it embodies three action principles — DEVELOPMENT, dealing with the person himself; CONSIDERATION, dealing with conduct toward those with whom he comes in contact, and his judgments concerning them; and SERVICE, dealing with his attitude and

**Editor's Note:** Last December the author, who is chairman of the Board of Oscar Mayer & Company, presented his "plan for living" to the student body of Beloit College. It was so well received and the demand for copies so great that we asked Mr. Mayer to condense his presentation into article length. The accompanying article is the result. Copies of Mr. Mayer's complete speech are available within limits from the Oscar Mayer Foundation, 1241 N. Sedgwick Street, Chicago 10, Illinois.

response toward the huge anonymous society of which he is a member.

The crux of this code is the use of these principles *in combination*; joined together they expand to umpire every practical and ethical situation I have met with, or been able to think of. These concepts are also in my opinion noncontroversial. They are easy to learn and recall, and their meaning, if not their full import, should register with every normal sixteen-year-old.

Now on to the Development principle, which stands in first place because it involves the smallest social unit, the person himself, and because a person's total education, however acquired, practically determines his performance in the other two fields. In any case he must take in before he can give out; "he can't peddle with an empty cart."

Who can fail to be impressed with the paramount importance of human development? As early as play-school, society becomes interested, and commences an educational process (including grammar, high, college, and graduate schools) which may continue for twenty years or more. This tremendous social program, requisite to prepare our youth to take their places in the world and carry forward its work, is one of society's chief concerns and major expenses. Without this transfer of thought and experience from parent, teacher and books to child, the accumulated knowledge and culture of the race would be lost in a generation.

Besides our schools, society's educational apparatus includes most of our publications, our travel facilities and our theater, movies, radio and TV (when they present the right material). Our galleries, museums, orchestras and particularly our libraries, in which the thought of the past is stored, are important parts of this mechanism.

But you will find that you will get some of your very best education *after* you leave school and enter upon your economic career. Today practically all good business concerns, even if they have no training programs, are training institutions, in

which character and leadership are fostered and developed. The important contribution which business makes in stressing such basic qualities as punctuality, orderliness, cleanliness, good manners and teamwork is perhaps not fully appreciated.

Character and ability are both measures of intelligence and are developed through contact and performance. They are the attributes which determine a person's social value; of the two, character is the more important, because it embraces the basic virtues of honesty, fairness, dependability and diligence, without which progress in life is impossible. In my forty-six years of business experience the ultimate ineffectiveness of ability without character has been quite apparent.

### *The Meaning of "Lifelong"*

It remains now for me to dwell briefly on the word "lifelong." Even before his school days are over a person must sense that he himself is in final analysis the arbiter of his career. It is lamentable if he or she does not realize rather early that school education is merely the beginning, that continued self-improvement is necessary to bring zest and fruition to life. A person upon leaving college, after deducting the time spent at work and asleep, has over one hundred thousand evening or "second shift" hours at his disposal up to age seventy, the present average life-span. This is a fair allotment of time which should not be frittered away, but should in good part be used to develop one's talents, and to build the broad inventory of knowledge which is not only invaluable socially, but indispensable to the achievement of true insight into people and things.

Here again a generous society is ready to supply study-courses and reading matter on a favorite subject, and all manner of devices for developing special skills and hobbies. Recreations of the "doer" rather than the "viewer" type can plan an important part in one's social as well as physical development. Yet there should not be too much extroversion. A certain amount of "being alone" should be welcome as the best way to discover, develop and enjoy one's faculties; time taken out for quiet reflection is what has produced most

of our significant ideas and inventions. Shakespeare and Goethe did not work midst din and clamor.

Of all cultural activities, the most valuable and satisfying is reading, quietly and intimately associating with good minds at their best. Anthony Trollope happily expressed this thought when he said, "Reading is the purest and most perfect pleasure that God has prepared for his creatures." Because it requires effort, reading engraves itself on the brain more securely than do other means of information. Good and great books, yes — but also regular contact with one or more of our highly informative, excellently written periodicals and newspapers. These publications all carry a steady stream of "fore-front" material to keep a person abreast of the thrilling developments of our age, the most dynamic and significant in the history of man.

But remember, if you are for the Development concept, not to let the feeling come over you that you have "arrived." When this occurs the adventure is over. Self-satisfaction and the complacency it brings can easily spell an end to the humility and curiosity that are the roots of growth.

Finally, I wish to record my conviction that education and culture are of little worth unless they bring with them a fellow-feeling toward others, and a proper participation in the work of society. Continuous absorption without any "radiation" is sterile and ungenerous. "Handsome is that handsome does."

### *Concept Two*

We come now to concept two — "Generous consideration for others." Consideration — a truly Olympian word, calm yet tremendous in scope, possessing warmth without sentimentality, embracing every maxim, rule, commandment, and law relating to social conduct I have been able to think of.

This category requires of a person the ability to put himself in the other fellow's place; it calls for mutual recognition of the dignity of the individual and the brotherhood of man. The term "others" is meant to include all with whom we come in contact, irrespective of their race, beliefs or place in society; it covers particularly people who are not in position to assert or defend them-

selves. Of the three concepts one requires the most insight, finesse, because it involves our tact and association with all sorts of personalities, including the opposite sex and older and younger people. Though it is the area in which most of our problems are likely to occur, it is also the one which brings deep rewards of attachment and friendship.

### *Reasons for Being "Nice"*

There are excellent reasons for being "nice to people."

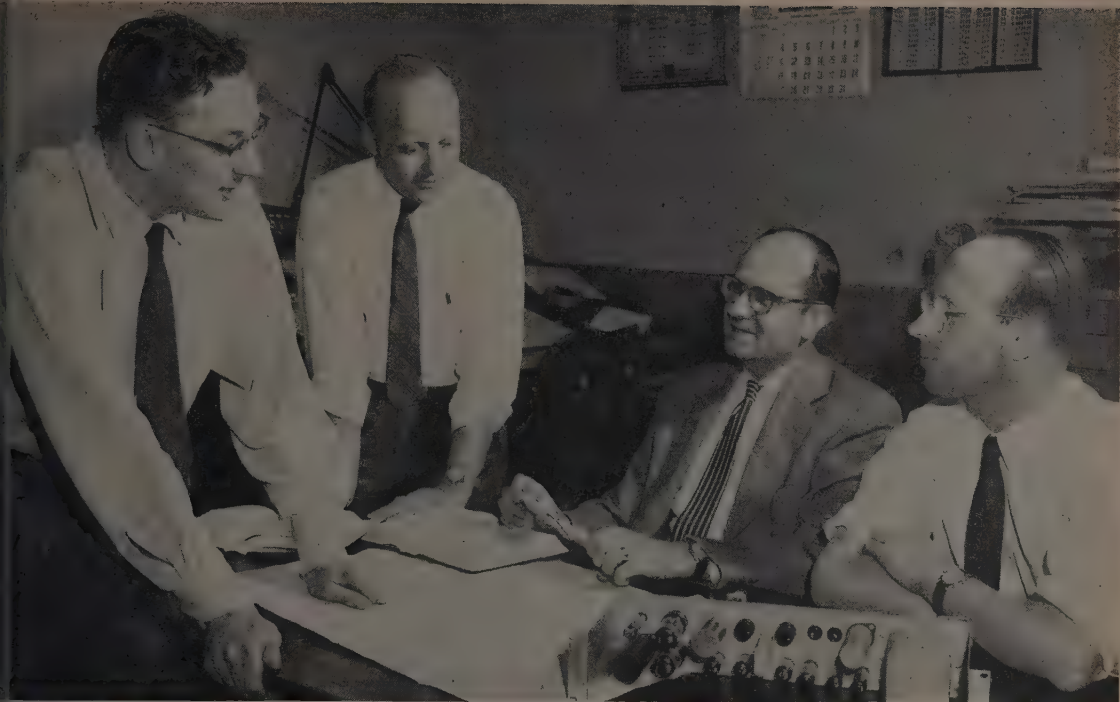
First because of their ability. There is hardly a person in my acquaintance (and this includes some youngsters) who can't do a great many things better than I can. I tend too easily to forget how specialized our own abilities are, and how vital other people's skills are to me. Mr. Alfred P. Sloan, Jr., whom I have always admired as one of our greatest executives, would be the first to admit that he could match few of the skills of the 620,000 people working at General Motors. The experience of the people in all divisions of business commands my constant respect and admiration, even though I may not know all of them personally. My late father often used a German word when he saw a good performance; "Nachmachen," he would mean "Now you try it."

Next, we should be grateful for what people do for us personally. We are all the beneficiaries of much good personal service, from that of a good waitress or barber, to that of our many conscientious teachers, and of the able doctors who give us medical aid, or save our life. All this should arouse in us a keen and genuine sense of gratitude, which should include those we do not see, like the good cook in the kitchen and the farmer who grows our food and clothes. To dwell upon the fact that they are paid is to miss the point. They are something of themselves, and we get a large "consumer surplus."

Then, persons are entitled to our consideration because in many cases their good qualities greatly outweigh their faults. Yet it is our faults which we seem to enjoy looking over, while forgetting their virtues and conveniently ignoring

(Continued on page 96)





Formal conference of engineers at Zenith. Two of above are recruits from Netherlands

## How Are Foreign Engineers Doing in U. S.?

by **JOHN F. SEMBOWER**

The shortage of engineers has forced some firms to recruit help abroad; here's how it's working

OW will the engineers that U. S. industry is recruiting abroad to help meet the critical shortage in this country make

large. Chicago concern, Zenith Radio Corporation, got into the foreign recruitment game early enough. Two of its own representatives are scouting for talent in Holland, France, England, Belgium, and Italy. It has compiled the actual experience to justify a report to business generally that these newcomers overseas are doing very well indeed, thank you!

They are doing so well, in fact, while Zenith permitted a photograph to be taken of four of its staff, it preferred not to release their

names. The reason: Engineer-starved companies are becoming so aggressive in their search for engineers that these men (and Zenith!) might have hardly a free moment outside of working hours when somebody was not trying to contact them.

Dr. Alexander Ellett, Zenith vice president and director of research, does not like even to apply the term "foreign" to the engineers joining his staff from abroad, because he says that they are so completely assimilated that for all practical purposes you cannot tell any difference between them and the graduates of American universities.

In fact, Dr. Ellett had to check his

personnel files to single out the immigrant scientists. Twelve men joined Zenith nearly three years ago from Europe, and were the vanguard of the newer arrivals. The majority were from Holland and the rest from France and Belgium. They had from zero to eight years' experience, with an average of 2-3 years out of engineering school.

The Zenith research chief believes that European engineers are a practical "short-range solution" to one of the nation's worst manpower shortages, "until we have time to build up mathematics and science in the schools." Having been a teacher himself for 15 years, he knows that this buildup will take time.

Meeting the nation's engineering

(Continued on page 108)

# What Does Prolonged Illness Cost Industry? Employees?

By **GERHARD HIRSCHFELD**  
and **LEON WERCH**

**P**ROLONGED illness and absence from the job costs employees in private industry 13 per cent of their annual income — a total of \$800 million in lost wages, plus personal medical expenses. Almost \$2 billion in production time is lost annually from this cause.

These are some of the findings of a five-year study of non-occupational illness by the Research Council for Economic Security, Chicago. The study also reveals that prolonged illness strikes employees at the rate of 39 per 1,000 on the payroll. Financed by grants from private industry, the massive study cost more than \$250,000 and covered 193,856 employees of 145 firms, both in manufacturing and non-manufacturing industry.

## Off More Than Four Weeks

Of the employees studied, 6,201 had prolonged illnesses, defined as lasting more than four weeks. Average duration of these illnesses was 10.9 weeks. Size of the firms ranged from under 500 to more than 5,000 employees.

Cost of prolonged illness-absenteeism to the nation, to industry, and to individuals reaches into the billions. All statistics were carefully weighed according to the 1950 Census. The study disclosed the following estimated costs of prolonged illness among the current population of 52.4 million non-farm workers only:

More than \$1 billion paid out in sickness compensation and paid sick leave.

Medical costs of \$700 million, of which \$266 million is medical payments by workers.

A total of 2,043,600 cases of prolonged illness-absence per year.

Average production loss is 8.6 persons (full time) for a full year per 1,000 on the payroll.

Production lost is the work of 453,000 men for a full year.

To plan action to meet this production loss, we need to look at more of the specific findings of the study. The rate of prolonged illness-absence is greater among women workers than among men; greater among production workers than among salaried personnel. It rises markedly by age. From this we can conclude that production lines are hardest hit; that experienced workers, in whom there is an investment of training and whose skills can least be spared, are more frequently absent.

The toll of prolonged illness is inescapably heavy. In addition to the production time lost during the prolonged absences from work, there is, of course, the cost of medical care. Based on the average costs reported for the absences studied, the annual bill for medical care for the projected number of illness-absences is approximately \$700 million.

The principal impact of prolonged illness-absence upon the work-

er is the loss of earnings for a period of absence. The gross wage loss represents 68 per cent of the total prolonged absence cost. For the average absentee in the study, the net cost — after payment of group plan benefits: medical care, sick leave compensation, and sick leave — is equivalent to 13 per cent of his normal earnings.

How the absentees met the costs can best be indicated by their answers to the questions asked. Most 41 per cent said that they drew on savings that had been intended for the purchase of a house, a car, some major household appliance such as a refrigerator or washing machine. Presumably there were thousands of many less houses, cars, or appliances purchased. About 19 per cent stated that they arranged to pay their bills — such as hospital, doctor, clinic — on a deferred or installment payment basis. Sixteen per cent borrowed to pay their debts.

## Two Million Victims

More than 2,000,000 workers are estimated to be victims of prolonged illness annually. Many of these, however, receive substantial insurance benefits that reduce their hardships considerably. But a large number because of gaps in insurance protection and sick-leave benefits, are left with losses ranging up to a year or a half's income. Several cases, taken from the records of the Research Council, reveal what this means in human terms.

**Case A:** Mr. A. was 42 years old, a semi-skilled worker, married, with three dependents. He lived in a suburban city, was in the \$3,500-5,000 income bracket, and worked for a medium-sized firm that was engaged in light manufacturing. He had been working for one year, when he became ill with a duodenal ulcer, which caused two absences within one year, one of five weeks and one of 10 weeks, for a total of 15 weeks. Of the gross loss of \$1,615 in lost wages (\$975) and medical expenses (\$640), only \$300 was covered by insurance and sick leave. Net cost to Mr. A. was \$1,315. 19.6 per cent of his annual income.

**Case B:** Miss B. is a 22-year-old unmarried clerical worker, who had been working for slightly less than a year for a chain store, when an absences claimed her as a victim. An absence of 18 weeks resulted in a gross

This is a summary of a five year study published under the title of "Prolonged Illness — Absenteeism." The study was conducted by the Research Council for Economic Security, of which Gerhard Hirschfeld is director. The Council's research director, Leon Werch, is responsible for the design and carrying out the survey, as well as for writing the final report. The full study, a 237-page book, is available directly from the Council, 111 W. Jackson Boulevard, Chicago 4, Illinois. Price \$10.00.



\$895, of which \$175 was medical and the remainder lost wages. Her medical cost was covered in full, but leave payments still left her with a net cost of \$234, which amounted to 11 per cent of her annual income of slightly more than \$2,000.

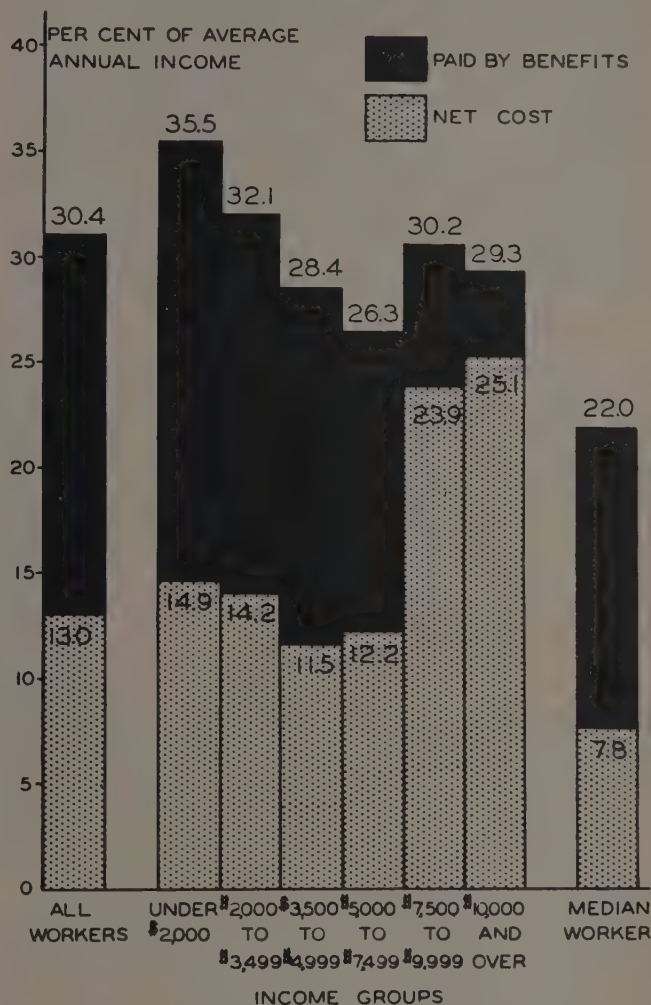
**Case C:** Mr. C. is a 63-year-old married, skilled steel worker, earning \$600 a year in a large steel mill in metropolitan area. He had been an employe of the firm for 21 years when he was stricken with rheumatoid arthritis and he was laid up for 10 months. His gross cost was \$7,000, of which medical costs were \$550 and \$4,500 lost wages. He received \$680 from insurance toward medical costs and \$910 in sick leave toward his lost wages, leaving him with a net cost of \$5,400 or 150 per cent of his annual income.

**Case D:** Miss D. is a 43-year-old woman who earned \$2,600 a year at unskilled work for a middle-sized plant engaged in light manufacture. She lives in a metropolitan area and has been working for her employer for ten years when she was stricken with nephritis. The result was a 23-week illness-absence, with a gross cost of \$2,840, of which \$1,740 was medical and \$1,100 was lost wages. Insurance benefits totaled \$846, \$456 medical and \$390 sick leave. Net cost was \$196 or 77 per cent of a year's income.

**Case E:** Mr. E., a skilled worker earning in the neighborhood of \$4,000 a year, is 54 years old. Married, he works for a large public utility in a large city and has been an employe for nine years. When stricken with Essential Hypertension, he was laid up for 24 weeks, with a gross cost of \$3,245. His net cost, after benefits of \$2,900, was \$345 or eight per cent of his annual income.

**Case F:** Mrs. F., a 36-year-old mother of one child, earns approximately \$50 a week as a semi-skilled worker for a middle-sized firm engaged in light manufacturing. She lives in a small city and had been employed for four years when she became ill with what was diagnosed as multiple sclerosis. She was ill and absent four times one year for a total of 10 weeks. One absence was eight weeks and a second 10 weeks. Of her gross cost of \$2,377, insurance benefits and sick leave paid her \$1,018, leaving a net cost to her of \$1,359 or 27 per cent of her annual income.

## Cost of Prolonged Illness-Absence for Average Worker



Other findings of the study include:

Rate of prolonged illness-absence increases by age, with the 55-64 brackets having six times as many as the youngest group, 14-24.

The rate for production workers was higher than for salaried workers, the former being 44 per 1,000 and the latter 30 per 1,000.

Women had more prolonged illness-absences than men, the rates being 51 per 1,000 for women and 32 per 1,000 for men.

Non-manufacturing industry had a higher rate (43 per 1,000) than manufacturing industry (35 per 1,000).

Ninety-three per cent of the ab-

sentees returned to work after their illnesses.

Prolonged illness accounts for 35.3 per cent of all time lost from the job because of illness. It is 60 per cent of the time lost during all absences of one week or more.

Hospital care was needed by 75 per cent of the cases (29 per 1,000) and the average hospital stay was 2.5 weeks.

Fewer than half (18 per 1,000) needed surgical treatment.

The median wage of the employes covered by the study was \$3,485 annually. Gross average costs were \$717 in lost wages and \$342 in medical costs. Average net wage loss was \$323,

(Continued on page 95)



# *Business Highlights*

For exceptional progress during the past year in improving its residential areas, with particular emphasis on citizen participation, Chicago has been awarded Look Magazine's 1956 Community Home Achievement Award. Above, Frederick Bauer, regional vice president of Look (second from left), presents the award to David E. Mackelmann (left), deputy coordinator of housing and redevelopment for the City of Chicago. Earl Kribben (third from left), vice president of Marshall Field and Company and vice president of Community Development for the Chicago Association of Commerce and Industry and Joseph Block, president of Inland Steel and the CACI look on.



Right: Looking over the plans for the new one story Automatic Transportation Company plant on ground-breaking day are left to right Charles S. Beshore, assistant general manager; Roy L. Wolter, general manager; and 19th ward alderman David T. McKiernan. Located at the southwest corner of the firm's 87th street plant, the new unit will enable the firm to up production by 50 per cent.

Jack L. Camp, vice president for world trade, Chicago Association of Commerce and Industry (left) was on hand April 27 to greet the Prins Willem IV, the first vessel to arrive at the Port of Chicago from an overseas port during the 1957 navigation season and present its skipper, Captain Henry Vitters (center), a plaque awarded by the Association each year to the first arrival. Also in picture are: H. M. Holden (second from left), president, Great Lakes Overseas Inc., general agent for the Fjell-Oranje lines; Captain John J. Manley, port director (holding the flag of Chicago which was also presented to Captain Vitters on behalf of Mayor Daley) and Frank Peska (right), collector of customs. (See page 107 for a listing of ships leaving Chicago for overseas ports.)





# Serendipity and a Moral for Management

the crazy world of research, accidents are more important to success than the hand of management

**By W. FURNESS THOMPSON**

HERE'S a profound scientific axiom called "Murphy's Law" which quite simply is this: "If anything can go wrong — it will!" Recently a friend of mine red, shaken and worn, from a long trip. He was a very sad man. Everything had gone wrong. On the way to the lake, the radiator of his car sprang a leak — water wouldn't stop. Later, his boat sprang a leak and water wouldn't stay out. He suffered many other almost disastrous mishaps. Perhaps the most interesting one occurred when he spotted a snake and picked up a piece of wood. Murphy's Law was working overtime: the piece of wood he picked up turned out to be a snake! Murphy's Law holds true for many things other than fishing trips. Occasionally, though, the thing that was "wrong" turns out to be the thing that could have happened. A "lucky" accident. Then Murphy's Law stops working and serendipity takes over.

Serendipity is the gift of making happy and unexpected discoveries by accident. It was a word coined by Horace Walpole and derived from the title of an old tale, "The Three Princes of Serendip," the story of three young men who, either by accident or sagacity, were always finding valuable things they were not looking for. Many of the most important and valuable scientific and industrial

discoveries are the result of accident — of serendipity. In 1925, William Mason, a mechanical engineer, became rich because he dawdled over his lunch. Mason had an idea. He thought he could make a good, inexpensive paper by using fibers made by exploding wood. He was in a factory drying some of these fibers when a friend asked him out to lunch. After turning off the steam valve that regulated the heat, Mason left the factory. He had a long, leisurely lunch followed by a few extra cups of coffee. He returned to the factory and discovered — to his horror — that the valve he thought he had shut off was defective — it had been on all the time. The wood fibers weren't merely dried — they were baked! He looked first sadly, then delightedly at the result — a smooth sheet not of paper but of new wood, a very special kind of wood, grainless wood — Masonite. He had made an important and highly profitable discovery.

## *Mistake Pays Off*

Another man who cooked better than he knew was a Dr. Bakeland. He was trying to create a fusible, soluble material which would substitute for natural resins. By mistake, he let a mixture he was experimenting with heat too long. The result was a substance that was the opposite of what he wanted. It was infusible and insoluble. It is known as Bakelite.

The idea for the froth-flotation process of treating ore occurred to a man who noticed how water behaved when he was washing his oil-stained

hands. Another man made a great discovery because he forgot to wash his hands. He knocked off work in a lab to eat a roast beef sandwich. He took one bite and almost gagged. The sandwich was sickeningly sweet! In reaching for a glass of water, he noticed his dirty hands. This led him to examine the materials he was handling before he bit into that surprisingly sweet sandwich. In this way, he discovered saccharine.

## *Cleanliness Plays a Role*

Cleanliness played its most important role in discovery when Archimedes sat down in an overflow tub of water. As he watched the water overflow he hit upon one of the fundamental laws of hydrostatics. Mrs. Archimedes' reaction has not been recorded.

Another famous, perhaps legendary, accident is Newton's being hit on the head by a falling apple. That bump on Newton's head revolutionized physical science.

These last two accidents do not quite meet the definition of serendipity. For the accident was not the discovery itself. Rather, the accident caused a kind of mental chain reaction — stimulated an unconscious reasoning process — which resulted in the discovery.

Pure examples of serendipity do not happen quite by chance. They never seem to happen to everyone. Seemingly, they only occur to very special types of people. People who are characterized by certain common denominators: thorough training; a mind acquisitive for knowledge; and

The author is vice president, Research Development Division, Smith, Kline & French Laboratories. This article is a continuation of his presentation April 25 at the National Industrial Research Conference sponsored by Armour Research Foundation of Illinois Institute of Technology.

an intense interest either in the problems they supposedly "happened" to solve, or in quite similar problems.

For years, Newton had been studying to discover a cause for the orbital motion of the moon and planets. When the apple hit, his mind leaped to the conclusion that gravity not only makes the apple fall, but also prevents the moon and planets from falling. So it wasn't Newton's being hit on the head that was important. It was what was going on inside the head that was hit.

### **"Prepared Mind"**

The lucky accidents only seem to happen to people with what Pasteur called, "The prepared mind." These very valuable accidents prove — if nothing else — that the outcome of any research attempt is often far from predictable. In fact, unpredictability is part of the essential nature of research. If you don't have unpredictable things, then you don't have research.

The stories told in scientific brochures all have a kind of Horatio Alger air about them. An idea leaps from the mind of a scientist. The idea becomes a product; the product is marketed; hailed throughout the nation — and makes a million dollars a year for the company.

This type of thinking is "the million dollar baby fallacy." Thanks to the popular acceptance of this fallacy, many people — including some who should know better — get the idea that research is just one big success story.

Most people aren't naive enough to believe absolutely in the million dollar baby fallacy. But some are naive enough to think that it could be this way — if. If management could only do certain things, apply certain pressures — or evolve the right magic formula.

There is nothing much management can do which will guarantee success — unless it's to not interfere. And the other thing management should never lose sight of is that in research — not development work — in research, perhaps more than in most human endeavors, failure rather than success is the order of the day.

Failure is a necessary condition for success. Or to paraphrase a famous ad: "In research, failure is one of our most important products." So we should avoid overemphasizing the

necessity for research people to produce results measurable in dollars and cents. A scientist can't do his best work with one eye glued to the microscope and the other to the cash register.

There is a difference between research and development. Research might be compared to an explorer finding new lands; development, to the geographer who maps out the new territory. Research discovers new knowledge; development tests the utility of that knowledge. The lines are not clearly drawn. There's a kind of no man's land where one type of investigation shades into the other.

Most of what we call industrial research is applied research or development. Some like to call the applied, fundamental; but most of the time it isn't. Applied research can very often be closely planned and may well be successful partly because of this close planning. In medicine, one of the best examples of the efficiency of well coordinated, applied research is the development of the Salk vaccine. This, and the giant, concerted drives against cancer and heart disease, may incline us to think that carefully controlled, specifically directed research is about the only really effective way to insure important medical discoveries. As a matter of fact, though, medical research in particular contains many examples of serendipity. It is not rhetorical fancy, but plain sober fact, that if it weren't for some of these accidents many of us would not be alive today!

### **Resulted From Accident**

The whole modern concept of bacteriology resulted from an accident. Pasteur had two types of tartaric acid — identical except for a very slight chemical difference — on a plate. A mold grew on the plate, and destroyed one type of tartaric acid, but not the other. This suggested to Pasteur that the destruction of the one chemical only was caused by living organisms which needed this substance for food. This accidentally observed effect of a mold on one type of tartaric acid eventually resulted in Pasteur's recognizing that living and self multiplying microscopic organisms are responsible for the diseases transmitted by infection and contagion — perhaps the greatest discovery in medicine.

What can be done to foster the prepared mind? To help make our research laboratories, "accident prone?" A recent best seller, "The Organization Man," claimed that many of our personnel screening policies are designed to eliminate people who do not conform to a standard pattern; that we are not so content with, but eager for, mediocre people whose only real talent is the ability to fit in with the group, work well with the team. This criticism is a good bit exaggerated, but there may be some truth to it. Maybe we should carefully look over our hiring and promoting system. After all, the "odd balls" often are more valuable people than the well-adjusted. We may be giving much too much importance to the quality being "well adjusted."

### **Special Problems**

There is no doubt, though, that the nonconformists can provide special problems for management, as creative and valuable as they may be. It seems unfair to other competitors but less gifted scientists to see certain of their colleagues treated with special deference, as if we were separating the sheep from the goats.

I can remember an extremely valuable senior scientist who made many very important contributions to the Smith, Kline & French research program, but who apparently did very little work, and took privileges to be quite conspicuous. He was a flower fancier. He spent so much time growing flowers in his laboratory, that it began to look like the beginnings of a small greenhouse.

We were very worried about the effect this man was having on the morale of those who worked with him. But when we looked into the situation we found that his fears were groundless. He was not resentful. The others around him realized that if they were contributing as much as he, they too could grow flowers in the lab, or design a R. Goldberg apparatus, or whatever.

This makes a lot of sense. A good worker doesn't resent the lack of freedom from detail work, his late lunch hours, or his "Cadillac." There are benefits that the worker must some day have himself.

Somehow, though, we are a bit reluctant to give the scientist special

(Continued on page 94)



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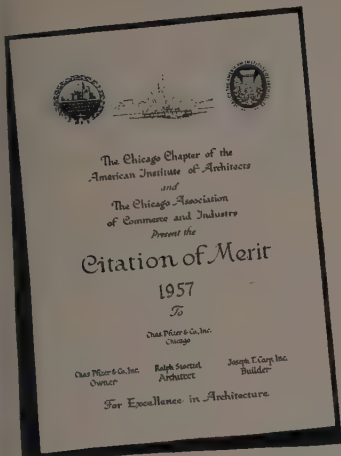
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ALUMINUM

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*for*

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and appreciate the opportunity  
of showing you why**

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**FIRE PROTECTION FOR**

MARSHALL FIELD OLD ORCHARD

Honor Award Winner

and

850 DE WITT APARTMENTS

Citation Award Winner

By

**K & S AUTOMATIC SPRINKLERS INC.**

4701 W. LAKE STREET

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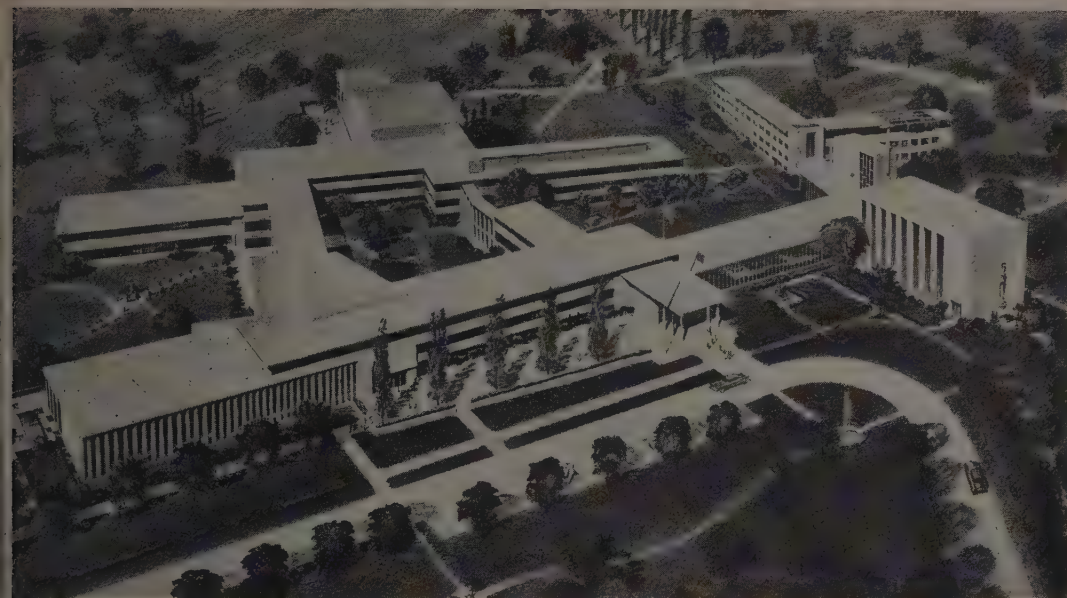
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The New Saint Xavier College

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To Chicago's Commerce & Industry

**ALUMINUM-BRONZE-STAINLESS STEEL STORE FRONTS**

Aluminum Curtain Walls

*METAL & GLAZING CONTRACTORS*

*for*

*ST. GERTRUDE'S CHURCH*

## **NATIONAL GLASS CORPORATION**

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SEeley 3-6930

# Architecture and Building Work Honored

**O**UTSTANDING architectural contributions to the growth and improvement of Chicagoland during the last five years were honored on April 10 at the city's third annual Civic Pride Luncheon. The affair is sponsored jointly each year by the Chicago Chapter of the American Institute of Architects and the Chicago Association of Commerce and Industry.

More than 800 business, government and civic leaders together with the men in the architectural, designing and building field attended the sell-out luncheon honoring the 100 architects, contractors, building craftsmen, artists, sculptors and building owners winning awards. Eight honor awards were presented: two for public buildings; two for com-

mercial buildings; one each for institutional buildings, residential buildings, industrial buildings and one for an alteration and rehabilitation project. Thirty-two citations of merit were also presented.

Pictures of each of the winning buildings and examples of the work of the other winners are presented in this special section of **COMMERCE**.

Joseph L. Block, president of the Chicago Association of Commerce and Industry and president Inland Steel Company, was presiding chairman of the luncheon. William Zeckendorf, president Webb and Knapp, Inc., was the principal luncheon speaker. His address is reproduced beginning on the next page.



Third annual civic pride luncheon

## Trends in Industrial Architecture

**By ELLIS MURPHY**

**T**HE greater Chicago area has been booming architecturally as well as in other ways since World War II and especially during the last two years when expenditures for industrial expansion, including new buildings, remodeling and additions, exceeded \$500,000,000. Institutional and commercial building, while it does not show as great an increase as industrial work, has been increasing every year for some time.

Aside from mere quantity and dollar volume, Chicago's architecture is growing in other ways. One trend in architectural and building activity that has been

noticeable during the past decade is the shifting of the location of new plants and warehouses from the densely populated areas toward the outlying areas surrounding. In the prewar era these areas would have been considered too far away from the center of the city for plant locations.

This trend to construction in more open areas has also sparked a tendency to build one-story rather than multi-story structures. The development of modern material handling equipment such as fork lift trucks and automatic overhead conveyors has been one

(Continued on page 88)





William Zeckendorf

# Recentralization: America's New Frontier

**By WILLIAM ZECKENDORF**

HERE is nothing new about cities. We have had cities ever since man ceased to be an assemblage of nomadic tribes. As soon as man could settle in one place with reasonable security, he did so, thus we saw the beginning of what we call cities. There is nothing new about cities and there is nothing new about decentralization. There is no person in this country who is not the product of decentralization. We are all decentralizees. We, or our forefathers, all come from somewhere else. We come from here, we come from countries abroad. Cities, that even though they were giving forth their sons and daughters centuries, are still with us. Cities like Rome, Paris,

London, Berlin, Athens, Dublin — these communities haven't disappeared from the face of the earth because their sons and daughters have left them to go to other shores. However, some cities have become far less important. Some cities have disappeared. The ones that have disappeared are the ones that didn't have a story to tell, that didn't recognize a place in the world or national orbit, that did not take the responsibility for seeing their destinies through to that end by constructive means.

We see the city of Rome, we see the city of Ravinia, a relic. We find Venice a thriving community where people from all over the world pass to Rome or Paris

*(Continued on page 67)*

## *Members of the Award Jury*



Pierre Blouke



Frank F. Elliott



Newton C. Farr



H. B. McDowney

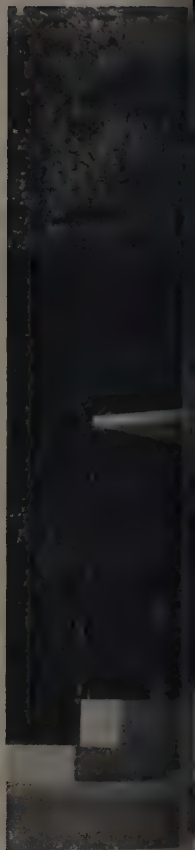
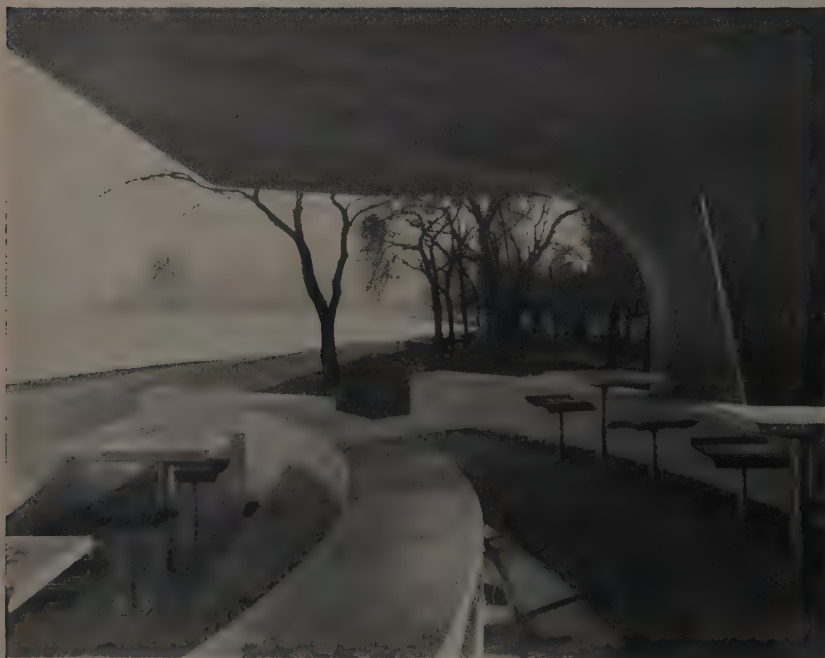
Sigurd E. Naess  
Chairman

# 1957 — HONOR AWARDS AND

## ★ *HONOR AWARD* ★

### THE CHESS PAVILION

CITATION: For exceptional quality of design and superior use of material this unusual structure is given an honor award. It typifies a most desirable trend in the use of material.





# ITATIONS



ARCHITECT

Maurice Webster

CONTRACTOR

R. C. Wieboldt Company

★ *HONOR AWARD* ★

DUNBAR VOCATIONAL HIGH SCHOOL

East 29th, South Parkway, East 31st and Calumet Avenue, Chicago



CITATION: The very fine planning and exterior design make this building worthy of an honor award. The use of materials both inside and out is in the finest contemporary spirit and shows a very good understanding of detailing.





ARCHITECTS

Holabird, Root and Burgee

CONTRACTOR

Joseph J. Duffy Construction Company





PARKING FACILITY NUMBER 6

Huron, St. Clair, Superior Sts. and Fairbanks Ct., Chicago

ARCHITECTS

Holabird, Root and Burgee

CONTRACTOR

Herlihy Mid-Continent Company



★ *HONOR AWARD* ★

CITATION: The committee felt that this building was very outstanding in organization of ground plan, exterior, facade arrangements on all sides and its pleasant relation to other structures in the neighborhood. The use of materials is harmonious with surrounding architecture and the detailing of various elements is very successful.



★ *HONOR AWARD* ★

CITATION: The jury felt that the open site planning of this project was commendable; that the interior planning is well done, and that the architectural quality of design and selection of materials warranted special consideration.



ARCHITECTS

Shaw, Metz and Dolio

CONTRACTOR

Crane Construction Company

3950 LAKE SHORE DRIVE

Chicago, Illinois

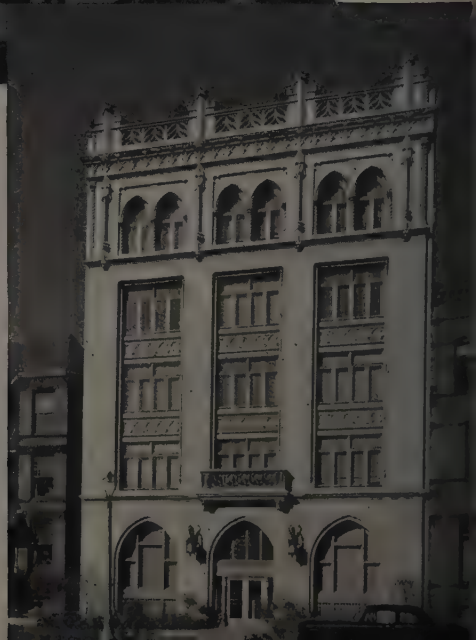






Above: after alterations

Right: before



★ *HONOR AWARD* ★

AMERICAN DENTAL ASSOCIATION BUILDING

222 East Superior Street, Chicago

CITATION: Awarded for the superior quality of design and materials used in the alterations. The interior and exterior design are harmonious in character.

ARCHITECTS

Childs and Smith

CONTRACTOR

Gerhardt F. Meyne Company

Office of the Secretary (West End)



★ *HONOR AWARD* ★

CONTINENTAL CAN COMPANY, INC.  
Metal Division and Research Development  
1350 W. 76th Street, Chicago, Illinois

CITATION: For superior quality of design both on the interior and exterior, this building is highly commended. The site location and general relation of various exterior elements and materials form a completely harmonious relation. The employment of landscaping in character with the architecture deserves special mention.



ARCHITECTS

Schmidt, Garden and Erickson

CONTRACTOR

George A. Fuller Company









CITATION: For the very well planned and successfully designed Marshall Field & Company store in Old Orchard Shopping Center the committee awards this citation. The interior layout of shopping areas is pleasant and well related, the entire building lending itself to the shoppers convenience.

#### ARCHITECTS

Loebl, Schlossman and Bennett

#### CONTRACTOR

Inland Construction Company

★ *HONOR AWARD* ★

MARSHALL FIELD AND COMPANY BUILDING

Old Orchard Business District

Skokie, Illinois





## CARSON PIRIE SCOTT and COMPANY

Edens Plaza — Shopping Center



## ARCHITECTS

Welton Beckett and Associates; Graham, Anderson,  
Probst and White

## CONTRACTOR

George A. Fuller Company

★ *HONOR AWARD* ★

CITATION: For well planned and successfully designed shopping center the committee awards this citation. This project is an addition to the neighborhood in which it is located and has a pleasing residential community character.





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Wheaton Community High School Supplied by  
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by  
Eckert*

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Carson's at Edens Plaza  
Dunbar Vocational High School  
Field's at Old Orchard*



Interior View of Carson Pirie Scott & Co., Edens Plaza

Wrought by the Artists of

**J. M. ECKERT Decorating Co.**

5524 Broadway, Chicago

● *Citation of Merit* ●

850 DE WITT APARTMENT  
Chicago, Illinois

CITATION: From the standpoint of planning, this building has well organized apartments and its features are well designed. The use of exterior materials is excellent.



ARCHITECTS

Hirschfield and Pawlan

CONTRACTOR

Carl E. Erickson Company



● *Citation of Merit* ●

227 EAST WALTON PLACE  
Chicago, Illinois

ARCHITECT

Harry M. Weese

CONTRACTOR

A. L. Jackson Company

## ● *Citation of Merit* ●

3440 LAKE SHORE DRIVE

Chicago, Illinois

**CITATION:** The relationship of apartments to each other and the placement of rooms make this building commendable. It has a maximum number of rooms facing Lake Michigan without these rooms being located opposite one another. The appointments and accessories are well done and in good taste.

### ARCHITECTS

L. R. Solomon and Associates

### CONTRACTOR

Lloyds Builders

**CITATION:** The unusual exterior design of this building is in good proportion to the height and size of the building. The plan is well organized for the ground situation.







## ● *Citation of Merit* ●

PRAIRIE AVENUE COURTS PROJECT  
CHICAGO HOUSING AUTHORITY

### ARCHITECTS

Keck and Keck

### CONTRACTOR

Jacobson Brothers



CITATION: The jury felt that the excellent planning and the good use of materials made project outstanding. The successful organization of the various functional elements, from a design standpoint, is commendable in view of the limitation imposed on an architect doing public housing.



Above: Calumet Fire Station  
Right: Central Office Building

## ● *Citation of Merit* ●

CITY OF CHICAGO

CONTRACTORS —

George Sollitt Construction Co., Mayfair Construction Company, G. Kehl and Sons, and Coathe and Goss, Inc.





## ● *Citation of Merit* ●

### HOUSE OF CORRECTION GUARD HOUSE

#### ARCHITECT

Paul A. Gerhardt, City Architect

#### CONTRACTOR

David Architectural Metals

**CITATION:** This citation is for Superior Craftsmanship in Structural Steel in collaboration with Paul A. Gerhardt, Architect for the City of Chicago.

**TATION:** The jury believes that Medill Avenue Incinerator Plant; Peterson Avenue Fire Station; Calumet Fire Station; and the Central Office Building represent an excellent trend of design and construction in city buildings. Care has been given to selection of both interior and exterior materials and an orderly and successful appearance has resulted in all of this work.

**ARCHITECT** — Paul Gerhardt, Jr.



Above: Medill Avenue Incinerator Plant  
Left: Peterson Avenue Fire Station



● *Citation of Merit* ●

DEERPATH SCHOOL

Lake Forest, Illinois

ARCHITECTS

Ralph Milman & Childs and  
Smith Associated Architects

CONTRACTOR

John Griffiths Construction Co.



CITATION: For exterior design and simplicity of detail, this school was selected. All of the detailing and interior equipment and room finishes are very harmonious and well simplified.



● *Citation of Merit*

CHILDREN'S ZOO

Brookfield, Illinois

ARCHITECTS

Edwin H. Clark & Olsen and Urbain

CONTRACTOR

Nelson Brothers





CITATION: For excellence in floor plan and site plan together with pleasing exterior details this building is cited.



## ● *Citation of Merit* ●

WHEATON COMMUNITY HIGH SCHOOL  
District No. 95, Wheaton, Illinois

### ARCHITECTS

Perkins and Will

### CONTRACTORS

Ragnar Benson, Inc.

CITATION: For this unusual and well planned children's zoo a citation was awarded in hopes that more developments of this nature will exhibit the well studied planning that this one does.





● *Citation of Merit* ●

EVANGELICAL LUTHERAN CHURCH of the GOOD  
SHEPHERD — Palos Park, Illinois



CITATION: For excellence of exterior design and relationship of materials one to the other this building is cited. The structure has a very religious spirit and makes use of completely modern interpretation in design.

ARCHITECTS — Charles E. Stade & Associates

CONTRACTORS — Van Dyke & Johnson Construction Co.

---

●  
*Citation  
of  
Merit*  
●



KAPLAN PAVILION

Michael Reese Hospital — Chicago, Illinois



## *Citation of Merit*

### ST. GERTRUDE'S CHURCH Franklin Park, Illinois

**CITATION:** The unusual design and simplicity in arrangement make this building a successful religious structure. The architect has achieved a very unusual interior atmosphere.

**ARCHITECTS** — Belli & Belli

**CONTRACTORS** — Frank Burke and Son, Inc.

**CITATION:** This building has an excellent floor plan, very well designed interiors and a pleasing exterior appearance. The exterior materials are well related and well handled as to color and scale. The orientation of the building on its site is unusual and successful.

### ARCHITECTS

Loebl, Schlossman & Bennett

### CONTRACTORS

A. L. Jackson Company







## ● *Citation of Merit* ●

RESIDENTIAL WORK — GENERAL  
CHARACTER OF ALL WORK SUBMITTED



ARCHITECT — Roy Binkley

CITATION: The jury believed a citation was in order for the residential work of this architect because of its fine contemporary spirit in design, good relationship of building to site and the open style of planning.



## ● *Citation of Merit* ●

H. V. ALLEN AND ASSOCIATES  
OFFICE BUILDING  
1596 North Orleans, Chicago, Illinois

CITATION: The transformation of an ugly building into a pleasant, useful suite of offices has been done in good taste. The open quality of the planning is unusual, imaginative and interesting; the use of overhead lighting complements the plan.



## ● *Citation of Merit* ●

### CHICAGO YACHT CLUB Alterations and Additions

**CITATION:** This completely successful planning has resulted in excellent use of site. The building design is well suited to its location and has a very clean contemporary spirit in keeping with the use of the building. The choice of interior colors and materials is exceptionally good.



#### ARCHITECTS

Rapp and Rapp

#### CONTRACTOR

Sumner Sollitt Company



ARCHITECT — Roy Binkley

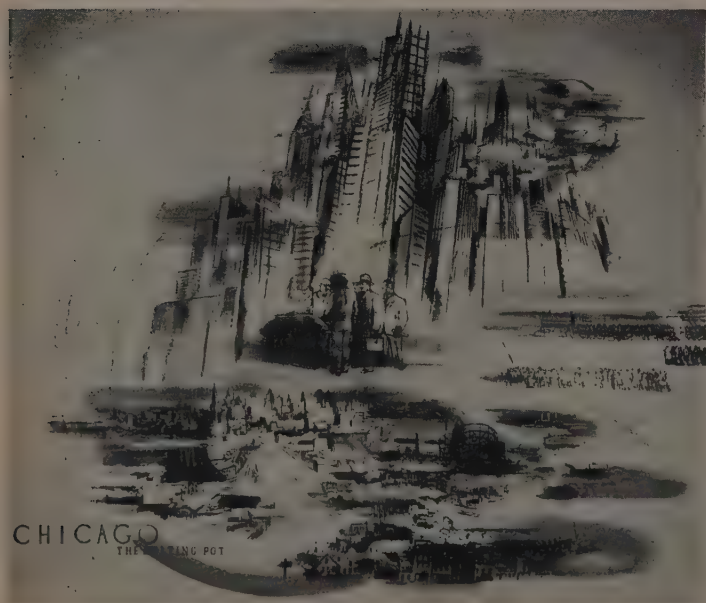
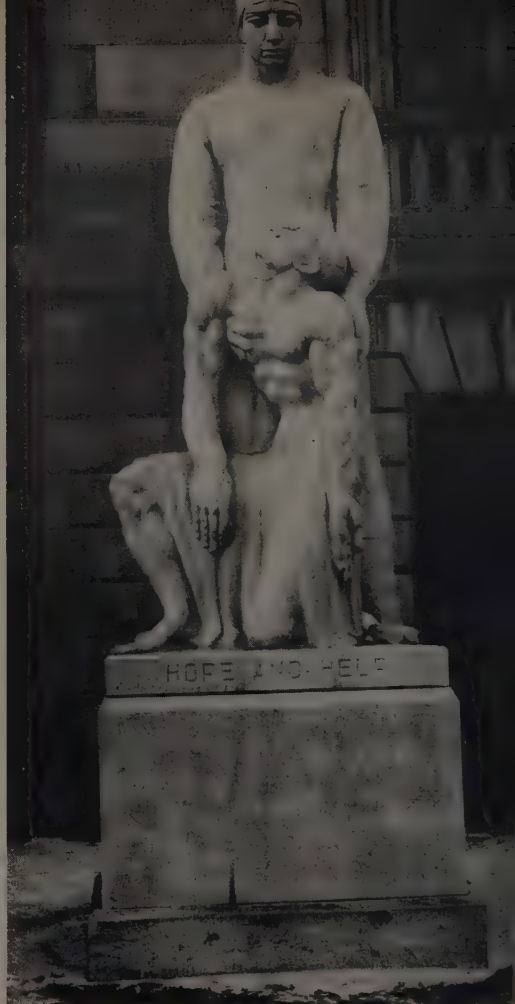
CONTRACTOR — Krah! Construction Company

● *Citation of Merit* ●

EDWARD CHASSAING  
SCULPTOR

International College  
of Surgeons Building

CITATION: For superior sculpture on the International College of Surgeons Building in collaboration with Architects of the building.



● *Citation  
of  
Merit* ●

EDGAR MILLER  
PAINTER





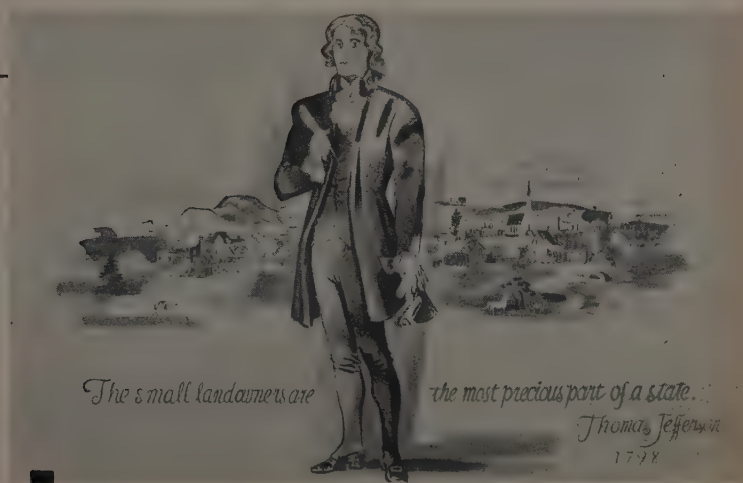
## *Citation of Merit* ●

### HESS PAVILION

CITATION: This structure is believed to be outstanding in craftsmanship for architectural concrete.

ARCHITECT — Maurice Webster

CONTRACTOR — R. C. Wieboldt Company



CITATION: For superior painting on the walls of the Cashiers' Department of the Chicago Title & Trust Company, in collaboration with Architects for the office alterations. ●



● *Citation of Merit* ●

JOLIET FEDERAL SAVINGS  
AND LOAN ASSOCIATION

Joliet, Illinois

CITATION: For very high quality and use of materials both on exterior and interior of building, the design is pleasant, has good relation to its neighborhood and the jury believes it to be creditable.



ARCHITECTS

Cordogan and Kurek

CONTRACTOR

W. J. Sheppard and Company



● *Citation  
of  
Merit* ●

FIRST NATIONAL BANK, Maywood, Illinois



## *Citation of Merit*

TALMAN FEDERAL SAVINGS  
AND LOAN ASSOCIATION

Chicago, Illinois

### ARCHITECTS

Skidmore, Owings and Merrill

### CONTRACTOR

Schwendeer

**CITATION:** The excellent planning and well organized interior design make this an outstanding building. The well planned interior is pleasantly related to its exterior appearance. The committee especially complimented the use of materials both in and out.

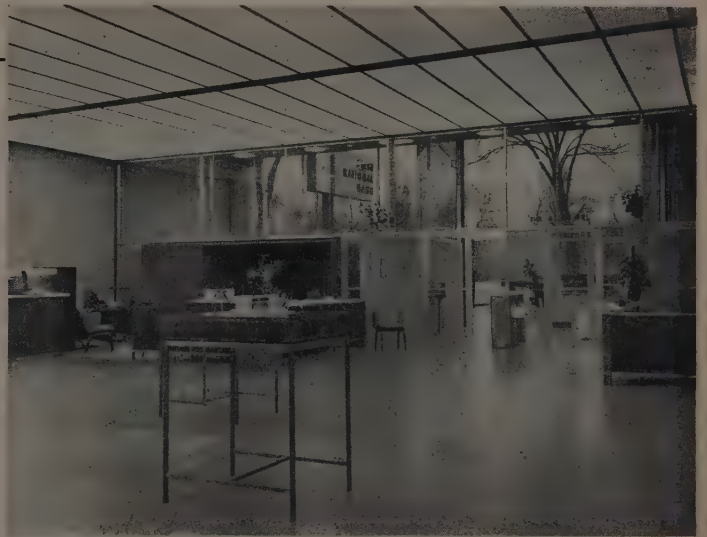
**CITATION:** The ground plan has been very well thought out and the clean exterior design lends itself well to adjoining neighborhood area.

### ARCHITECTS

A. J. Greenberg and  
Mark I. Finfer

### CONTRACTOR

Vernon V. Sherman







## ● *Citation of Merit* ●

CHARLES PFIZER CO., INC.  
Midwestern Distribution Center  
6460 W. Cortland St., Chicago



**CITATION:** This building has pleasantly related exterior materials and is very well organized on its site. The exterior architectural treatment is carried into the interior design in a well related manner.

### ARCHITECT

Ralph Stoetzel

### CONTRACTOR

Joseph T. Carp, Inc.



## ● *Citation of Merit* ●

DITTO, INC. MANUFACTURING PLANT  
McCormick Road and Pratt Avenue, Lincolnwood, Illinois



## ● *Citation of Merit* ●

### CORY EXECUTIVE OFFICE BUILDING

Lincoln & Peterson Avenue, Chicago

**CITATION:** This building is cited because of its simplicity and economy of design. The use of materials is unusual and in fine character.

ARCHITECT — Harper Richards

CONTRACTOR — Welso Construction Company

**CITATION:** This building is cited for economy and use of materials. A well organized ground plan, and a pleasing exterior design.

### ARCHITECTS

Batley and Childs  
James H. Kluesener, A.I.A.

### CONTRACTOR

Charles B. Johnson and Son



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*For The Finest in Ceramic Tiling*

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FR 6-5400

## DISTINCTION in architecture



*Kaplan Pavilion, Michael Reese Hos-  
pital; Loeb, Schlossman & Bennett,  
architects; Poirot Construction Co.,  
general contractor.*

*Parking Facility No. 6; Holabird &  
Root & Burgee, architects; Herlihy  
Mid-Continent Co., general contrac-  
tor.*



## DISTINCTION in wood building materials



**MCGREW**

*We take pride in having supplied  
the lumber needs of the award-  
winning Kaplan Pavilion and  
Parking Facility No. 6.*

*In keeping pace with the  
exciting growth of metropolitan  
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quality of materials.*

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HIGH SCHOOL

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CHICAGO, ILLINOIS

★ CITATION ★  
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HIGH SCHOOL

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**PALISADE 5-4427**

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ORchard 5-3400

Work Performed For Award Winner:

CHAS. PFIZER BUILDING

## Recentralization

(Continued from page 29)

London, and still go back to visit. To see at the same time, other communities that have almost vanished from the earth, that were once important central capitals.

Why is that? What is there that must do in order to hope that our communities, the ones in which we will not perish from the earth? Every city in the United States, without exception, that is over a hundred years of age, and many of them are younger, is suffering from diseases. One is the rotting out at the core. The other is the decentralization without plan and without hope. These two factors, working side by side, have two very serious reverse effects. One of them, the matter of rotting out at the core, has the result of a spreading cancerlike disease. Strangely enough, it usually takes place at the central part of the community where the logic would say that it is the best part of town rather than the poorest. And why that?

### Most Logical Place

It is because at the outset, the community was settled at that point of the community area that the people at that time believed to be the logical, most convenient place for logic — terrain; access; vista; sub-space conditions; or if the city were small enough, for reasons of defense. The older families living in these older houses, as their children grew up and their grandchildren grew up, moved to other areas, not wanting to live in the then old family house with its large rooms and its large, difficult problems that we inherit from the houses of the 80's and the 90's and the early part of the century. Those houses finally are sold, by the original builders and occupants pass on. They are sold to people of lesser income category who convert them into rooming houses. These rooming houses create additional vacuum and are spread out in every direction that touches them as a disease.

Finally, we have the slum. That is one of the most unhappy things to look at. It is one of the most costly things the community

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INDUSTRIAL,  
and UTILITY

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*Since 1918*

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★ CITATION OF MERIT

FIRST NATIONAL BANK OF MAYWOOD

★ CITATION OF MERIT

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AIR CONDITIONING**

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to worry about. Not only from the standpoint that the city doesn't high real estate taxes from it, but cause those are the disease points. Those are the places that are high from the standpoint of sociological supervision; from the standpoint of policing; from the standpoint of disease, sanitation, and general degeneration of the city character.

We make one great error. We frequently think that because an existing area is a slum and is condemned such and cleared as a blighted area under the Title I Urban Renewal Act of the federal government, we should use that site to be the location of public housing; whereas the logic of it is that if it were cleared once, the blight is eliminated. If it were restored to its original prominence of a point convenient to the central area, it should be converted to the highest income-producing use, the highest tax revenue use, and the most important aesthetic as well as functional dedication.

That is a very serious thing. We sometimes have gone in for public housing in areas that should be supporting themselves and paying for public housing. The public housing should be moved to low cost, the acreage in the peripheral parts of the city where you don't require intensity or dense use of land.

#### **Only Part of Problem**

The central core and its redevelopment is the most important thing for planning, but it is only part of the problem. The big problem is regional planning, an integrated, all community development that makes sense and has pattern and leads to the future.

The real hazard for recentralization is not the people who move out of the country; but the fact, as they move out to the country, they have a tendency to move to small satellite communities that break off from the mother city and have an unrelated, irresponsible government — irresponsible to the mother city. Those communities which might be 20, 30, or 40 in number, have 20, 30, or 40 separate city governments, each with its own mayor, its police commissioner, its sanitation commissioner, its planning commissioner. Each one running a separate show that

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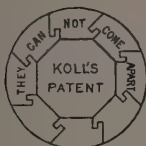
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ld be run as one combined show  
the standpoint of efficiency and  
all benefit to all; from the  
point of economics; and from  
standpoint of a master planning  
community where one area of  
y, because of its so-called auton-  
e, will not do disservice to its  
hbor, or to the mother city on  
h it relies.

ommunities that are part of the  
onal area of a major metropoli-  
city, belong as part of that com-  
munity in every sense, not only in  
sense of what can they get from it  
how little can they give to it.  
re should be some means by  
h unilateral annexation would  
possible pursuant to which this  
lateral annexation will prevent  
destructive end result of paying  
s in a satellite community while  
ing money from the mother city.  
re the mother city supplies the  
hood, it also supplies the art.  
plies all of the public services  
all cultural efforts. These small  
munities who take all of this and  
so little back are doing a most  
merican thing, a most unreason-  
thing.

### *Something for Nothing*

private life it would be un-  
al. It is getting something for  
ing. It is a free ride. It is a  
of tax evasion. It is morally  
ve. These towns frequently  
be even city sales taxes where  
is a city sales tax; they can slip  
a line and not pay. The real  
e taxes are lower than the cen-  
or mother city. Yet, they are the  
ients of the benefits of all these  
s the city gives. It is inflation-  
nd restrictive and inhibiting on  
whole question of master plan-  
under a single, unified system  
a single end result which is to  
enefit of the entire community.

e City of Chicago is a very en-  
ned city in this matter of slum  
unce from what I have seen of  
and from what I have heard of  
ture aspirations. Chicago is to  
ongratulated as being in the  
ont of the cities of this country.  
ere is a great architectural her-  
in Chicago. Chicago led the  
show in this country at the  
of the century in modern archi-  
e and design. The rest of the  
t will never be out of debt or

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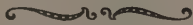
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Here is a little story on economics that we experienced and learned a lesson from that can be employed at the municipal level which no private capital can initiate. Private capital can't do this on the scale necessary.

One day, a representative from the Swift and Wilson companies came into my office to offer us the slaughter houses on the east side of Manhattan, ranging all the way from 42nd Street and 1st Avenue to East River. It was one of the most unhappy looking blighted areas in New York; and yet, it lay within ten blocks from property that was selling for \$200 a square foot.

There it was. There were the slaughter houses with their ugly

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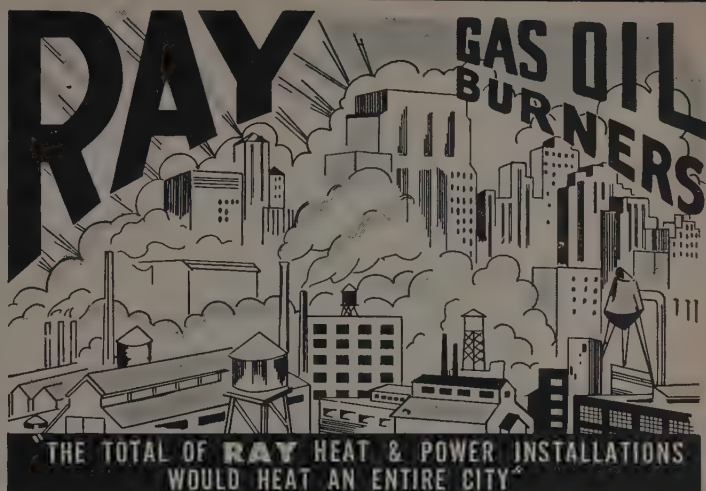
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oid, red brick smoke stacks, and  
nd those slaughter houses ex-  
the only type of improvements,  
ou could call them that, that  
d exist in the vicinity of slaugh-  
houses. They were old, cold water  
the poorest people in town  
g in them because they were the  
people that would live in them.  
y had to live there for reasons  
conomics.

### *Unhappy Environment*

ere were the butcher shops and  
butcher supply stores with their  
er u n h a p p y looking fronts.  
re were the usual saloons, flop-  
es, and land, that was so close  
he center of the City of New  
, and was selling for as little  
2 a square foot. Now, some  
le think \$2 a square foot is high.  
in the City of New York, partic-  
y Manhattan, where there is a  
ed land area, \$2 a square foot  
t much money. As a matter of  
the northeast corner (50x100)  
nd Street and 1st Avenue, was  
ht for our company for \$10,000.  
he representative of the two  
ghter house companies said that  
rice for all this property was  
t foot, which consisted of all the  
erty from the north side of 42nd  
t up to 46th or 47th Street. The  
price was about \$6.5 million.  
was in 1946.

ell, I asked him, "Are you sure  
can do it with this profit?" Be-  
, I knew of offerings of this  
estate ever since I had been in  
business. It always turned out  
ver offered this land was talking  
gh his hat because the slaughter  
es would not give up the fran-  
which would be irreplaceable  
anhattan Island for the slaugh-  
cattle.

aid yes, he could deliver.  
aid, "Well, it is quite a ridicu-  
s price because the property  
ad it is selling for \$2 a foot and  
want \$17. Would you consider  
er of let's say, \$10 a foot?"

aid, "No, they want me to try  
get this figure and then if I  
get it, they will reconsider it."  
is very anxious not to have the  
pty get around the market. I  
a meeting of my associates and  
"I am in favor of paying the  
ed not dickering and the reason  
notwithstanding the \$2 prevail-



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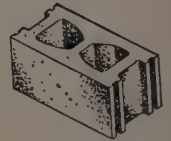
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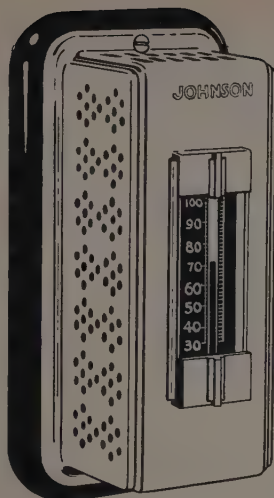
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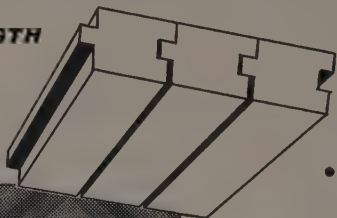
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g price around, is because the only reason for the \$2 or the \$17 price is the existence of the slaughter houses. You can think in proforma terms and eliminate the slaughter houses, and you will have no \$2 prices and no \$17 prices."

We bought it. I can tell you now that to buy a piece of property is not enough. You have to have a plan. Real estate, like everything else, is just a regular commodity. So, we conceived a plan after quite some period of conception. It involved quite a conception for office buildings and apartment houses, a hotel and so forth, which because of the nature of them would have had a very, very beneficial effect on all the surrounding property, because there is nothing quite as conducive to land improvement as that type of improvement.

#### *U. N. Moves In*

Instead of these improvements the United Nations' buildings went into the area in place of what we had planned. An institution, such as the United Nations, does not have the power to lift land value because the original areas don't lift land value in the sense commercial buildings do. However, surrounding land values are no longer at \$2 or \$17 a square foot but range from \$100 a square foot upward. The City of New York, which dedicated some open areas by condemnation to the United Nations, did some work for them on the highways and streets surrounding it. The city might have spent \$20 or \$25 million. Today it is getting a return of that \$20 or \$25 million in terms of ever-recurring tax revenues from improvements in the entire area, notwithstanding the elimination from the tax rolls of the area occupied by the United Nations. It is so tremendous as to make you feel that the best business for the cities of the country is to go into the real estate business.

Here is an example of how we went forward with that thinking as a matter of philosophy. We concluded that through the advent of the United Nations, the city should take that moment to clean up all the area by mass condemnation of everything west of 10th and 1st Avenues, right to Lexington. The city wouldn't consider it. We had a lot of opposition. A lot of people who

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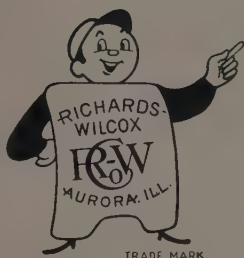
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had property in the area went down to the city hall and yelled and shrieked about what was going to happen to this house or that house, this school or that church; and politicians, unfortunately being people who are elected by people, not by estate men, adhered.

The proposition has been the fantastic negative loss to the city and it is irreparable. The opportunity was lost to the city, to the result that they gave a beautiful unearned gain to a lot of free riders, people who just own a bunch of water tenements, and by nature were the kind of people who operate the kinds of properties, who got a ride of five and six hundred and thousand and two thousand per cent capital gain for reasons unrelated to what they did. It is not right for some enormous investment in the local government to be given the benefit of a few people who coincidence happen to sit there. The city, if it is going to make a genuine improvement, should condemn the area around it that is substantial and resell it on the new profit basis and get back on the basis of what they spent on the peacetime. That's the whole principle of renewal and urban redevelopment.

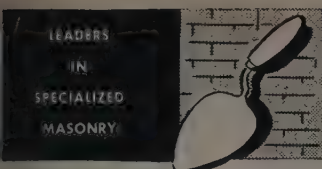
### *A Job for the City*

It is just a big real estate business and the city is the only one who can do it. We suggested if the city would condemn six square blocks from the north side of 46th and the south side of 49th Streets and 1st Avenue to 2nd Avenue, that we pay for four blocks what they paid for six, provided we took for nothing the two extra blocks and dedicated it to a mass transit project.

Why would we do that? We would be willing to do that if we pay as much real estate taxes on the four blocks as the land for the extra six blocks had been realized for other purposes, not including their improvements? Because three times we would have taken place to generate an increment of land value.

One, assemblage of property creates land value by itself. Twenty-five foot lots together are worth more than the sum total of two separate twenty-five foot lots because they have the sum total of value as simple as that.

Two, the fact of the elimination of a central massed area as an



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sore. The creation of an open green point in the middle of a mass of immediately generates value to both sides on either side of the property.

And the third reason was the momentum of the area resulting from the general improvement around it. And just as the disease spreads from the rotting out core, does the uplift spread from an improved core. It is a form of economic osmosis that takes place.

I have had occasion to make a reasonable study, not a detailed study of the Fort Dearborn Project, that I have read about and that was promulgated here in this city. That project is one of the most imaginative and one of the most constructive and is possibly the best real estate deal that the City of Chicago can go in.

It is deplorable to find that after all the effort and the thinking that went into it, that the same kind of stymie thinking that we encountered around the United Nations apparently is stopping the development of that job. Chicago should not waste any more time going about the business of putting it over. The decision of it can work out if the spirit is in the heart of the thing is right.

Recentralization, anywhere, requires a master plan. We must permit any satellite communities around the central core to inhibit or frustrate these plans. We must use the city with its power to reclaim its power to plan, its power to zone to get this thing off the ground. We must then invite private capital. We are not socialized, to go along the business towards making good on the city's bet and pay back the city at a very big profit for what it did. It will be one in three, it is well conceived.

## **Trends in Architecture**

*(Continued from page 28)*

the major contributory factors leading to the one-story factory warehouse. These units can make maximum use of storage space, high ceiling warehouses and facilitate straight-line manufacturing operations.

Today more than in days past developers and industrialists are more conscious of the cost of having money tied up in construction operations. The sooner a building is completed and in use, the sooner



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investment starts yielding a return

Consequently, one-story construction has gained favor because this type of building generally can be put up faster than a multi-story building.

In a one-story structure extra piping may be required for the plumbing system but the total number of fixtures needed will be less than for the same number of people in a multi-story building. A multi-story building would be required for a multi-story structure.

The greater the desired floor capacity, the higher the cost of a multi-story building. The same is true of one-story buildings, the starting point is lower and the rate of increase in relation to desired floor load is less. Service machinery in a multi-story building is generally more complicated than in a single-story plant. Ventilation and exhaust problems are not as complicated as in a one-story project. In most cases, maintenance is less in a one-story building.

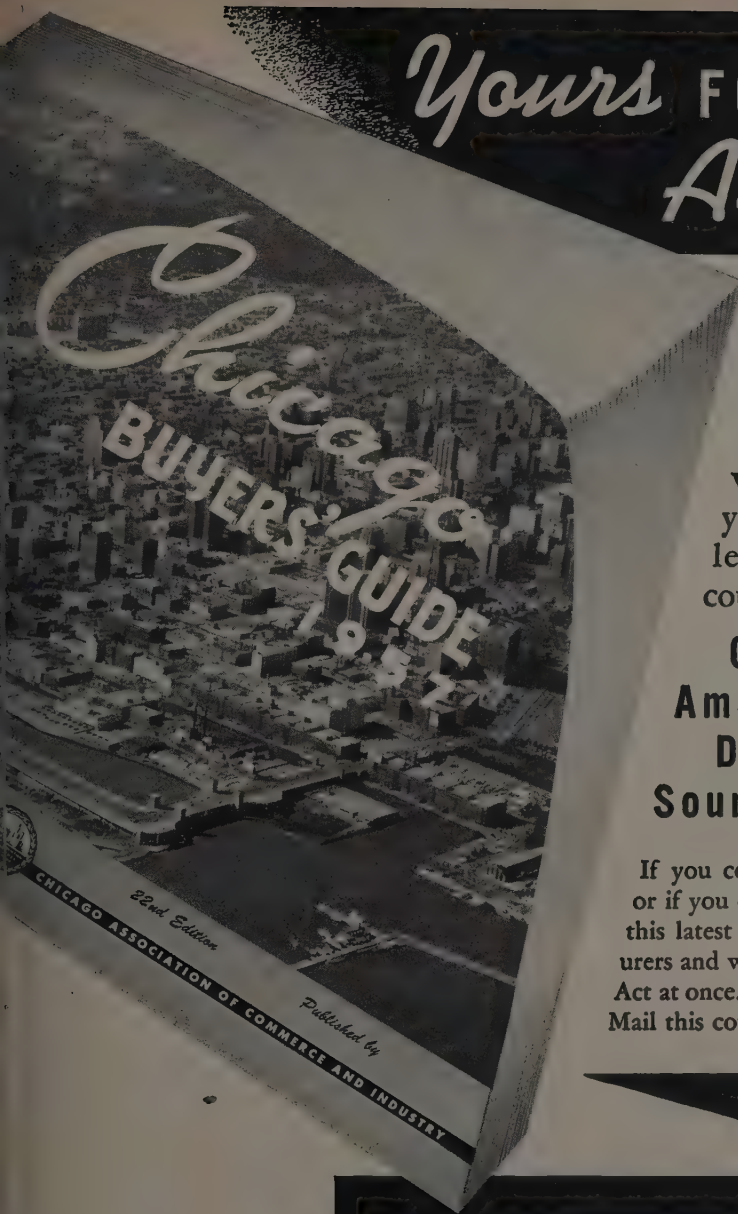
**A Determining Factor**

The manufacturing process is often a factor in determining the type of structure to be built. If high spans are required, relatively new techniques of construction, such as concrete shells or space frames, are justified and less expensive than more conventional construction.

In addition to these environmental factors, industrial and commercial architecture is influenced today by the technical developments in the use of new materials and methods of manufacture and construction. Future expansion is an ever present problem to the industrialist. The increasing importance of expansion plans has also aided the trend toward one-story construction — it is easier to expand outward than upward.

The interiors of plants, offices, commercial buildings, and warehouses have changed, too, over the past years as more and more consideration is given to improving the environment in which people do their work. The contribution of the architect is considerable on this score. He has the responsibility of coordinating such things as heating, air conditioning installations, lighting, acoustics and space relationships so that the individuals are comfortable at their work and at the same time the building is functionally efficient.

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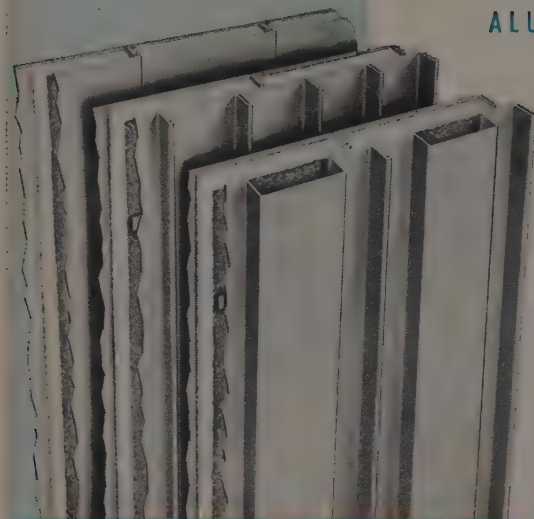
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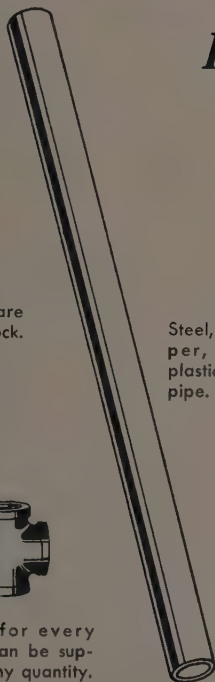


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## Serendipity

(Continued from page 20)

privileges. Part of our reluctance comes from our stereotyped idea of the scientist as a man who always should be busy doing something, boiling something, measuring something, or filtering something. As businessmen, it's difficult for us to accept the high percentage of failure that necessarily accompanies research. But if management is to reap the rewards that can come from unfettered research, we must first free our minds from the crushing weight of stereotyped ideas.

Practically all the fallacious ideas about research, and about the people who conduct it, result from the concept that the scientist does not quite belong to the same species as other human beings; that he lives in a different world; that he thinks in a different way. Often, management's view of the scientist is a combination of learned superman and spoiled child.

Actually, the scientist thinks much the same way we do. The problems he encounters in his work are different from our problems, but his method of arriving at solutions is much the same as ours. He's not necessarily smarter or more creative. The psychological process of creativity — whether a man is creating a new vaccine, a novel, or an advertising campaign—is much the same for everybody.

### *Fellow Human Being*

Failure to recognize the scientist as a fellow, fallible human being leads us to be less tolerant of his failures and to demand more from him than he can possibly deliver.

Who is to blame for this curiously held notion of scientific infallibility? Scientists themselves, mostly. Scientists have done very little to dispel the superman myth. And we have drummed into us time and again the superiority, the infallibility of the "scientific method": the allegedly unemotional, objective evaluation of carefully observed evidence.

Even without considering the principles of serendipity, anybody who knows anything to do with research knows very well that a hunch may be the real reason for conducting an experiment.



ent. And that often an experiment  
y/ change so radically after it has  
run — perhaps because some un-  
ected result suggested a more in-  
esting approach — that it really  
omes a different experiment en-  
ly. But you'd never think so when  
read the published scientific re-  
t describing it.

o if the scientist promulgates the  
acy that all experiments follow  
definite chronological order, per-  
s management can be forgiven  
setting up unrealistic time tables.  
l if the "scientific method" is as  
ective, as free from subjective er-  
as scientific documents might  
d us to believe, then we can be  
given for expecting research to be  
dictable.

people usually only hear about the  
ld shaking examples of serendip-  
Actually, small examples of ser-  
ipity occur every day — or ought  
But they will not occur unless  
agement gives its research people  
e rather than timetables: time to  
k, time to incubate ideas.

nd we must free ourselves from  
"million dollar baby fallacy."  
overies are most likely to occur  
n management realizes that they  
not bound to occur, that the  
tion of research is not just the  
ness of coming up with new dis-  
eries. We must have faith in the  
e of research.

## Prolonged Illness

(Continued from page 17)

h is 9.3 per cent of income.  
verage net medical cost was \$129,  
h was 3.7 per cent. The study  
ed medical costs to be higher  
men than for women, higher for  
d workers, and higher as the  
me level rose. Hospital charges  
ed 51.7 per cent of total medical  
s and physicians' fees 38.5 per  
n for a combined total of 90.2  
cent.

ere are some problems in pres-  
benefit provisions on insurance  
age now in force. The heavy  
hesis is on hospitalization and  
yical care. Almost 71 per cent of  
enefits go for hospitalization  
d little over 24 per cent for sur-  
care. That leaves only five per  
for physicians' fees, for other  
surgical care, for nursing serv-  
and for all the other ancillary  
et. As a result, the present bene-



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fits succeed in meeting 80 per cent of the hospital charges and 61 per cent of the surgeons' fees, but 16 per cent of all the other charges. The total accomplishment of group plan benefits is 62 per cent of the total gross medical care costs.

The diseases which affected workers were the everyday ailments which affect everyone. The group number, 23.6 per cent, was affected by ailments classified as Diseases of the Digestive System, such as hepatitis, appendicitis, ulcers, and like diseases. Diseases of the Circulatory System were next with 12.9 per cent of cases, with Accidents, Poisonings, and Violence third with 11.1 per cent.

Whenever and wherever industrial strikes, it is costly. When the illness is serious and the period of disability prolonged, particularly for the breadwinner — faced with both the loss of income and the medical care costs, the financial burden may well be insurmountable. Occurring in this number, this becomes a serious problem for the employer, for the community, for the nation. With these cases multiplied by the thousands across the nation we, indeed, are faced with a basic social security problem.

**Plan For Living***(Continued from page 14)*

own shortcomings. Over-emphasis on the negative is a fallacious, damaging habit of thought. In our common life we make every effort to "accent the positive." We know how important a feeling of significance is to everybody. We believe that things should be commended when they are things well; from this most difficult by themselves that the opposite is not wanted.

Reasonable tolerance for human frailty rests upon what I call "Law of Imperfection," which scores that some imperfection is inherent in practically everything, including human beings. One must therefore allow for it, like the man who finally allowed for his own hiccup. Bobby Burns sensed this point as he wrote:

"Then gently scan your brother's  
Still gentler sister woman."

Deficiencies in people require understanding attitude; in just about all situations we must take a person's background and earlier experience

into consideration. Often upon investigation we find that illness, disability, financial or other problems involved. To be able to put one's in the other person's place is one of the most fundamental of the Christian virtues. It is the hallmark of a civilized being; not to be able to do the earmark of the barbarian.

All of the above explains why the word "generous" is in the code, but intend it also to mean that what we do for people should always include requiring and teaching them to *help themselves*, so as gradually to remove their dependence.

Finally there comes the good old Law of Action and Reaction, one of nature's basic statutes, which applies to personal conduct as well as to physics, chemistry and economics. Nothing is surer than that a selfless approach will produce a unique response, that a smile begets a smile, and that courtesy is generally repaid in kind. In life we usually get what we give; we can make needs only by being friendly. There is a positive magic in good nature seasoned with a pinch of humor; in this the paths of life are smoothed and needless friction avoided. A person's career is determined largely by his skill in getting along with his associates; this has much to do with winning for him the favorable attention of those in position to advance him.

But after all this analysis, the best conclusion for the Consideration script is the way it *works*, as some of you already know.

### Service To Society

Add now to our final category, "service to society." The word "duty" is used in its two senses — first, that the service is *owed* to society; and second, that the individual contributes *duly*, that is, in accordance with his abilities.

Why is service due society? "Elementary," the immortal Sherlock Holmes would have said. One has merely to look around him. With only moderate effort he must perceive that he is surrounded by man-made creations — his home and the roughly one thousand articles which it contains, by buildings, autos, supermarkets, factories, tools, toys, foods, airplanes, Scotch tape, Kleenex, zipper networks of art, telephones, air-

planes — objects of all kinds running into the thousands, most of which are directly or indirectly related to his well-being, some to his survival. For man is a tool animal (with "tool" used in its broadest sense). He lives by his tools and is only as good as his tools, including, of course, the mental tools which he has acquired.

Now let us turn our eyes toward the services we receive from society — the protection of our Constitution and laws, the benefits derived from all the governmental, cultural and

business services rendered us. Consider for a moment the value of pure water at the tap, electricity at the switch, and what eye-glasses mean to people. Reflect also upon our heritage of the past, the gift of language and the impact of men like Aristotle, Shakespeare, Newton, Watt, Faraday, Roentgen, Edison, Marconi, Banting, Fleming and Einstein, to name only a few who have done so much to shape, improve and prolong our lives.

Then ask yourself, "What have I



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done toward providing any of things that are so completely a part of my daily existence?" The answer, if we are young, is almost certain: that we have supplied none of them — that we don't know much about how to make or sell a saucer of skillet or a diesel locomotive. We tend to take things for granted, a part of the scene, forgetting that they all involve the work of other people. Seldom do we give thought to planning and perseverance, the hard work, the elaborate machinery, the complex know-how (gathered in some instances over centuries) required to produce even the simplest articles vital to our lives.

What then is the conclusion? The only one I know is that every one should, in the spirit of fair play and reciprocity present or latent in most individuals, be glad to pitch in to the best of his ability in return for what he gets from society. He shouldn't want to be a free-rider; he shouldn't want things and people to be better for his having been around.

### Give In Return

This reasoning shatters the notion that the world owes us a living. The actual situation is that others have provided us with everything we need, and that we must participate in the return. But society needs all kinds of services; every type of work, every job which is part of a constructive activity is important, because it is necessary to the whole. Therefore every worker so engaged is entitled to respect, and to feel inward satisfaction and pride in ably holding his or her particular end.

Observe now how much society gives us without ownership. The things touching our lives need not in fact cannot be bought or owned by us personally, no matter how hard we may be. Yet we have a virtual ownership of an overwhelming number of things, in that we enter upon, use and enjoy them freely. Haven't you often felt that you had the road, or the museum, the apparatus which your employer provides for you, all to yourself?

Nor has a person's buying power any nullifying effect on the social requirement, especially if the person represents the earlier contribution of a parent or other ancestor to society.

fairness *everyone* must pull his during his normally active years. Let my women listeners look at their principal work, namely the management of the home, the care and encouragement of a husband, and the proper early rearing of the next generation, are among the great social contributions of all. Were these laborious, though far from joyless tasks not dutifully and intelligently performed, there would be few good citizens around in thirty years to read material such as this.

### Clarity To Life

This code can bring more clarity and satisfaction to life without being applied in an over-zealous manner. It should not be looked upon as a master, but as a quiet appeal to reason, a road sign to guide the traveler on his way. One needs but to recall its three key words—DEVELOPMENT, CONSIDERATION and SERVICE, readily to appraise situations and to measure people. Sixteen working hours a day are a good deal of time; some of them will naturally be spent in light pursuits which do no particular harm or good. The code is neutral with reference to such activities, provided they don't take too much time.

It is in curbing action clearly opposed to its provisions that the code comes valuable. If a person fails to see the importance of continuous development, or lets himself deteriorate through carelessness, bad habits or bad company, his career is again to be impaired. If he shows inadequate consideration for his fellow-men he may find himself not in the doghouse, but in the doghouse. Those who give no service to society often find themselves respected, and impoverished as

With practice the principles of DEVELOPMENT, CONSIDERATION and SERVICE should gradually establish themselves with younger generations as truly valid goals. Used as a guiding creed they can help people solve their problems squarely, and make the most of the opportunities of today to properly motivated and educated persons. These principles are eternal values. They can do much to dispel loneliness, boredom and drift, and endow life instead with meaning and reward, and even measure of happiness.

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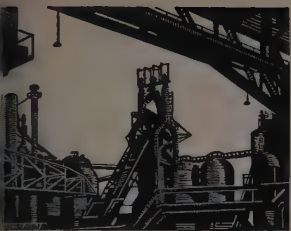
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# Industrial Developments

*... in the Chicago Area*

INDUSTRIAL projects in the Chicago Metropolitan Area announced during April, 1957, totaled 713,000, bringing the total for the year to \$75,069,000. The comparable figures for 1956 were \$36,000 and \$296,104,000, respectively. Almost \$200 million of the difference in value of projects between the first four months of this year and the comparable period for 1956 is attributable to expansions announced for the steel industries. However, the difference between the first four months of April of this and last year is due to a decrease in the number of large industrial projects announced.

Despite the drop from last year's first four months total, the total for the first four months of 1957 is higher than the comparable period in each of the previous ten years.

Projects included in this report are newly constructed manufacturing plants and warehouses and expansions of existing manufacturing plants and warehouses as well as phases of industrial land and buildings for industrial uses.

**Cities Service Oil Company** is expanding its refinery on Cline Avenue in East Chicago with the addition of fractionating equipment, heat exchangers, pump house and auxiliary equipment. Procon, Inc., general contractor.

**Lorschheim Shoe Company** will begin construction of an 80,000 square foot warehouse and shipping building at the southwest corner of 41st and Taylor streets. This will be the first building to be constructed on a 52-acre industrial site southwest of the Loop cleared by the Chicago Land Clearance Commission for private commercial and industrial redevelopment. Architect and Engineer, A. Epstein & Sons.

• **International Parts Corporation**, 1021 S. State street, is erecting a 185,000 square foot warehouse and office building at 4047-4211 W. District boulevard in the Central Manufacturing District. Architect, A. Epstein & Sons, Inc.; general contractor, Poirot Construction Co.

• **Row Peterson and Company**, 1911 Ridge avenue, Evanston, publisher of text books, is erecting an office and storage building on Ridge Road which will contain 60,000 square feet of floor space. Perkins and Will, architect; L. J. Graf Construction Co., general contractor.

• **Fansteel Metallurgical Corporation**, North Chicago, is erecting a new laboratory building and expanding an existing laboratory building at its plant. The two projects will total 47,000 square feet of floor space for research in the production of powdered metal products. A. Epstein and Sons, Inc., architect; Hoggland and Ames, general contractor.

• **Ceco Steel Products Corp.**, with headquarters in Cicero, is adding 42,000 square feet of floor space to its plant at 25th Avenue and Roosevelt Road, Broadview. The company produces lightweight structural steel units such as windows, metal lath, joists, concrete reinforcement forms, etc. Campbell, Lowrie, Lautermilch, general contractors.

• **The Hyster Company**, Bellwood, distributor of materials handling equipment, has purchased an 8,000 sq. ft. building at 156th and Burnham Avenue, Calumet City, to serve the Calumet industrial region and the steel mills.

• **John Baumgarth Company**, 3001 North avenue, Melrose Park,

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publisher of calendars, is adding 900 square feet of warehouse to its plant. Architect, Albert man, Jr.; Edwin E. Hartrich Son, general contractor.

• **Inland Sugar Company** wholly owned subsidiary of the Inland Molasses Company, has announced a construction expansion program consisting of new buildings and installation of the most modern sugar refining equipment. This new plant will produce special types of refined sugar for use in the manufacture of candy, bakery goods, ice cream, frozen dessert products and jelly jams. It will also produce flav syrups for soda fountains, brew and for the manufacture of alcoholic beverages. This new 100,000 sq. ft. story plant and equipment is being erected adjacent to the firm's existing plant at 330 E. North Water and will be served by rail and barge. The plant is also equipped to unload ocean vessels which will pick up raw sugar cargo in the sugar producing areas of the West Indies.

• **Bentson Manufacturing Company**, Aurora, will erect a new 100,000 sq. ft. plant in that suburb for increased capacity in the manufacture of metal furniture. The structure will include several unusual architectural features, and contain 21,000 square feet of floor space. The new factory is adjacent to the existing plant. Architects, Plepel and A. A. Gouvis, are in charge.

• **Wisconsin Tool and Die Company**, 4027 N. Kedzie avenue, is erecting a 27,000 sq. ft. plant on River road near Lawrence avenue in Schiller Park.

• **Transformer Manufacturing Inc.**, 5435 N. Northwest highway, is erecting a new factory in Northbrook near Harlem Avenue and 111th street. The company's entire production will be moved to this 35,000 square foot plant upon completion. Raymond A. Peterson and Associates, architect.

• **Haberkamp-Grass Manufacturing Works**, a job shop, is erecting a 400 square foot plant at Oakmont in Montrose in Norridge. Operation of this plant now at 157 W. Washington street in Chicago will be transferred to the new location this fall. Engineer and builder, Klefsstad Engineering Company.

## Here, There and Everywhere

(Continued from page 8)

h is being conducted on fuels a higher energy than any cury in use. The new fuel, a non-leum product, is being devel- from high energy boron comds and is expected to power jet aft and missiles to new peaks efficiency and performance. Spe- characteristics of the new fuel military secret.

**Eight Car Deliveries Up**—De- es of new freight cars to the ads totaled 9,772 in March, are with 8,184 in February, and 5,949 in March, 1956, ac- ing to the American Railway Institute and the Association merican Railroads. March or- for new freight cars rose to compared with 6,065 in Feb- 1957, and 1,618 in March, 1956. The backlog of cars on order undelivered amounted to 107, in April 1, compared with 111, in March 1, 1957, and 137,070 oril 1, 1956.

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## Trends In Business

(Continued from page 10)

mploying firms represented is ar than the number of seniors ble for employment. gious corporations are now try- o set up campus interviewing ules for the next five years— and including the class of d 1962. Employment scouts are so numer- hat some schools have been ir hotel facilities for group in- ws—to supplement the schools' mple interview rooms. Co- la University, for example, has an average of ten to twelve mentary hotel rooms a day bring. rry offers are up \$20 to \$40 a k over last year's record figures, re edging still higher as com- ment time nears. Engineers art work in a prevailing range n \$400 to \$525 a month, from et indications. Business and rt arts men will average sub- ally less than technical people, heir offers, too, are up from of 1956, right across the board.

THE CHICAGO ASSOCIATION OF COMMERCE & INDUSTRY

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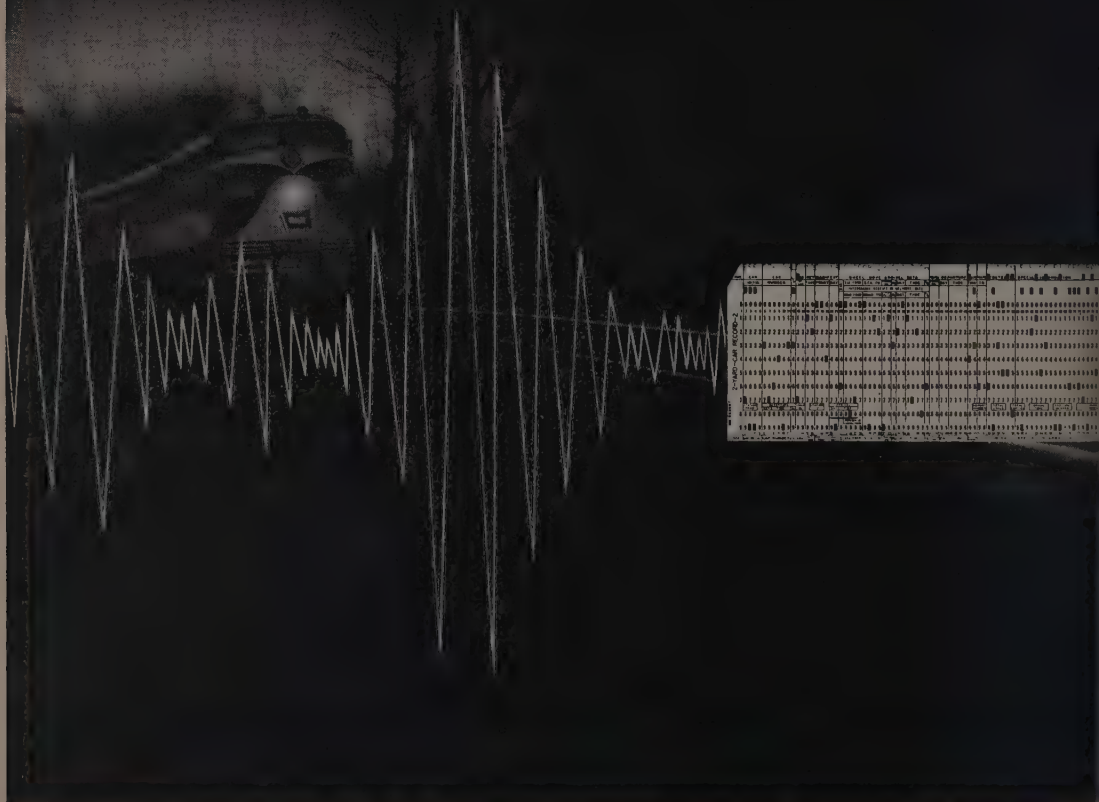
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old "Iron Horse" (Wabash retired its last "steamer" over three years ago). But *behind* this progress lies the most important change of all—a steadily growing optimism based on new objectives and practical plans to achieve them.

**WABASH:** Modern railroad on the move





## Transportation

### and Traffic

St. Lawrence Seaway should make Chicago the nation's leading export center by the mid 1960's, as revealed in a comprehensive study analyzing probable effects of the new waterway on U. S. marketing channels. Sponsored privately by the Indiana University School of Business and the Chicago Board of Trade, the study estimates Chicago grain exports will increase from 80 to 110 million bushels annually if full potential of the seaway is realized and U. S. grain shipments abroad maintain their present level. Based on current shipping rates, the Seaway will enable Chicago to compete from as far as Oklahoma, and the Rocky Mountains. According to the study, large quantities of export grain now being shipped out of Atlantic and Gulf ports will go through Chicago rather than other Great Lakes ports instead. Present only negligible amounts of export grain are shipped from Chicago. Commenting on the survey, Robert C. Liebenow, Board of Trade president, reported it confirmed a belief held by most Chicago businessmen that the city's prospects for being the leading grain export center are "unusually good."

**ICC Prescribes Truck Minimum Rates on Iron and Steel in Eastern Territory.** The Interstate Commerce Commission has prescribed minimum carrier rates on iron and steel shipments in Eastern territory. Existing rates were found to be not unreasonable. The commission directed that existing rate lower than the

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prescribed basis be increased later than July 1, 1957. It establishes rates subject to a minimum weight of 30,000 pounds based on a dis scale as the minimum reason rates and required that rates for lower minimum weights be based the same scale plus 15 per cent rates apply to both common a tract motor carriers on move between points in Connecticut, ware, Kentucky, Illinois, Inc Maine, Maryland, Massachusetts, Michigan, Ohio, New Hampshire, New Jersey, New York, Pennsylvania, Rhode Island, Vermont, Virginia, West Virginia, the District of Columbia, and parts of Wisconsin, Iowa, Missouri.

• **Spector-Mid-States Merge** Effective April 1: Spector Freight System, Inc. and Mid-States Freight Lines, Inc., two of the nation's largest motor common carriers, merged. On April 1, 1957, it was announced by W. Stanhaus, Spector's president, and Cecil Vernon, president of Mid-States. Combined revenue of the merged firms is expected to reach \$50 million in 1957. The new company will be known as Spector-Mid-States. The corporate name will be Spector Freight System, Inc. Spector-Mid-States fleet will include 3,500 pieces of equipment. More than 3,000 people will be employed in the new company, with all present employees retained in the new organization, which will have its headquarters in Chicago. Mr. Stanhaus will be president of the new firm. Mr. Vernon the executive vice president. Simon Fisher, who has been associated with Spector since 1930, will be chairman of the Board of Directors.

• **I.C.C. Sets Oral Argument** Freight Rate Increase for June. The Interstate Commerce Commission has reassigned oral argument to Ex Parte No. 206, Increased Freight Rates, Eastern and Western Territories, 1956, to June 3, 1957. A hearing will be held in the Washington, D. C. offices of the Commission on June 3 is the date of the filing of memorandum. The proceeding embraces rates for additional increases in freight rates amounting to 15 per cent on Eastern railroads, 17 per cent on Western lines, and 10 per cent on the Southern roads.



## Chicago - Overseas Ship Sailings

Line	Date
<b>Continental Port Destinations</b>	
Ahrenkiel & Bene	May 15
Fjell/Oranje	May 15
Swedish American	May 16
Poseidon	May 21
Wallenius	May 21
Hamburg Chicago	May 22
Fjell/Oranje	May 22
French	May 22
Hamburg Chicago	May 29
Fjell/Oranje	May 29
Swedish American	May 29
Poseidon	May 30
North German Lloyd	June 5
Fjell/Oranje	June 5
French	June 5
Poseidon	June 6
Hamburg Chicago	June 12

**United Kingdom Destinations**

Fjell/Oranje	May 16
Manchester Lines Ltd.	May 25
Swedish Chicago	May 28
Fjell/Oranje	May 29
Furness Great Lakes	June 1
Swedish Chicago	June 3
Swedish Chicago	June 8
Fjell/Oranje	June 8

**Scandinavian and Baltic Destinations**

Swedish American	May 16
Finlake	May 17
Fjell	May 20
Swedish Chicago	May 28
Swedish American	May 29
Swedish Chicago	June 3
Finlake	June 6
Fjell	June 9

**Mediterranean Destinations**

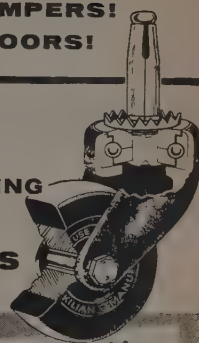
Niagara	May 18
Ellerman Great Lakes	May 20
Montship-Capo	June 2
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## Foreign Engineers

(Continued from page 15)

shortage must begin in the schools, Dr. Ellett maintains. A metric needs to be strengthened so that more high school pupils be predisposed to take mathematics and science leading finally to engineering.

Europe is not too lush a field for recruitment of American firms, however, because the lack of scientists and technicians is a world-wide condition that leaves no sure happy landing ground for such personnel. A somewhat greater emphasis than mathematics in all levels of schools than elsewhere may account for the good engineering prospects that are being found.

The mechanics of bringing a foreign engineer to a position in this country are carried out under the provisions of the Immigration and Nationality Act (Section 204b) for alien whose services are now urgently in the United States. An individual may file, but usually the company with the job to be done and the candidate to fill it that the initiative.

After that, immigration obstacles usually are relatively easy to overcome. If there is room on the quota from that country, the nearer goes to the head of the line the quota is oversubscribed, a "preference visa" may be issued to migrants who will be "substantially" beneficial to the national economic, cultural interests, or welfare of the United States."

## More Critical

The shortage of engineers and scientists appears to be getting more critical throughout the United States by the minute. The consensus of industrialists is that it will get worse before it gets better.

Chairman John L. Collyer of the B. F. Goodrich Company warns that America will need 100,000 engineers and scientists within the next ten years than current trends indicate will be available.

The impact may be even more serious on government and educational institutions than on industry because to a certain extent they can go out and scramble for talent both here and abroad. Reports that half the experts working

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important aspect of the thermal problem in jet aviation research have been lost in the last year to private industry, John F. Victory, executive secretary of the National Advisory Committee for Aeronautics, says that the loss of scientists to higher-paying industry is causing the government's aviation research agency to drop vital projects.

There is a shortage of engineers in the industrial midlands, says a picture to Miss H. Wierschem, manager of the Chicago office of Engineering Societies Personnel Service, who is the clearing house for such lists in the middle west.

Miss Wierschem estimates that last year when the engineering college of the nation passed out sheepskins to approximately 23,000 graduates there were at least 50,000 new engineering jobs to be filled. With the engineering jobs in the electrical industry, Chicago ranks second to New York City in feeling the pinch in that category. This year is no worse yet, particularly in the \$8,000 bracket.

Miss Wierschem's office now has 12 actual openings for engineers, and is getting them calling for from five to ten. "We are running from four to eight jobs for every man available," she declares.

### Want "Positions?"

Commander E. F. McDonald, Jr., of the dynamic president, quips that it seems that nobody wants a job more. All of the applications come are for 'positions,' and some deal up with the familiar RSVP. It dawned on me that the meaning of these letters has changed, at least in applications, to Raises, Salaries, Vacations, and Pensions."

It is expensive to go abroad for jobs, the "going rate" for such employment being about two thousand dollars per man. This includes part of the search for the prospect, his clearance, his transportation to the U. S., a month's living expenses and such incidentals as pay for the passport, visa, and medication.

Foreign engineers are carefully briefed on what to expect in living and in the United States. They are discouraged from bringing their household furnishings with them, as it is more practical for

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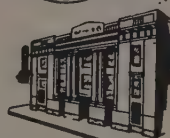
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them to be bought in this country.

The federal income tax here painstakingly explained to the newcomers. Some companies report that about the only beef their foreign engineers have had is a misunderstanding on their part as to the payroll deduction feature, and the fact that some countries are not so diligent in collecting income tax from Uncle Sam. Zenith has not encountered this, however, and has found that in the salary brackets for engineers the tax take is about the same here as in the countries where recruitment is done. In addition, there is payroll deduction now in numerous nations besides the U. S., notably in Holland and England.

### Greater Freedom

What are the main things that sway the young engineers to make the big decision to pull up stakes and come to the United States? The prospect of better pay is an inducement, of course, but Dr. Ellett says that "the greater freedom and opportunity here, and our way of life by far the greatest incentive. The latter includes the opportunity to promote into executive positions."

In Italy, the young engineer works for three or four years as an apprentice at \$100 per month, while his counterpart here goes straight from the college campus to a \$425 to \$500 per month job. The young engineer in Scandinavian countries starts at \$200 to \$250, but, of course, prices are lower there too.

Zenith prefers to do its own recruiting, and was one of the first large industries to look overseas. Other companies have used professional recruiting organizations, a single one representing General Electric Company, Lionel Corporation, Sunbeam Corporation, Mergenthaler Linotype Company, and Monroe Calculating Machine Company.

So Zenith can pass along the request to other companies that all its imported engineers, without a single exception, have made excellent adjustments to their new jobs and country. One-half were married and their families have happily moved here with them. Several of the bachelors already have found romance in this country, but the two who so far actually have gone to the altar, persuaded "the girls they left behind them" to come on over!

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BC

**B.C.**

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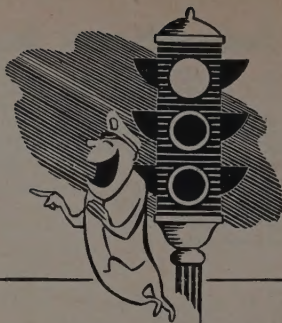
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# Stop me...If...



The customer was buying a fountain pen for his son's graduation present.

"It's to be a surprise, I suppose," observed the clerk.

"I'll say it is," the father replied. "He's expecting a convertible."

A minister and his wife were talking about two of his congregation members. "Yes," said the minister, "I knew both of them as boys. One was a clever, handsome fellow; the other a steady, hard worker. The clever lad was left behind in the race, but the hard worker, well, he died and left \$200,000 to his widow. It's a great moral."

"Yes," smiled his wife, "it certainly is. I heard today that the clever one is going to marry the widow."

"Are you positive that the defendant was drunk?" asked the judge.

"No doubt," growled the officer.

"Why are you so certain?"

"Well," replied the officer, "I saw him put a penny in the patrol box on Fourth Street, then look up at the clock on the Presbyterian Church, and shout: 'Hurray! I've lost fourteen pounds!'"

Two salesmen were talking. "You know," said one, "I made some very valuable contacts today."

The second replied, "I didn't make any sales, either."

Pedestrian: "Sorry, my good man, but I just don't give money to men on the street."

Panhandler: "You want that I should open an office?"

Flo — "I thought you said you'd be deaf to any proposal from him?"

Jo — "Yes, I did (looking at the gorgeous diamond in the engagement ring), but I didn't say I'd be stone-deaf."

Wife, reading her husband's fortune on a weight card: "You are dynamic, a leader of men, and admired by women for your good looks and strength of character. It's got your weight wrong, too!"

"I don't want to scare you," the eight-year-old told his teacher, "but my daddy says if I don't get better grades, somebody's gonna get spanked."

"I'm not saying she's a bad cook," said the boyfriend, "but I know now why her family prays before every meal."

A blushing young woman handed the telegraph clerk a telegram containing only a name, address and the word, "Yes."

Wishing to be helpful, the clerk said, "You know you can send 10 words for the same price."

"I know I can," replied the young woman, "but don't you think I'd look too eager if I said it 10 times?"

A little boy, caught in mischief by his mother, was asked, "How do you expect to get into Heaven?"

The lad thought a minute then said, "Well, I'll just run in and out and in and out, and keep slamming the door until St. Peter says, 'For heaven's sake, Bobby, come in or stay out.'"

Husband: "Where is all the grocery money going that I give you?"

Wife: "Stand sideways and look in the mirror."

Patient — "My wife tells me I talk in my sleep, doctor. What should I do?"

Doctor — "Nothing that you should not."

"Daddy why do the ladies bring their knitting when they come to see mummy?"

"It gives them something to think about while they're talking."

Junior was being chided for his grades. Little Roger who lived a few away, was held up as an example.

"Roger doesn't get C's and D's does asked Junior's father.

"No," Junior admitted, "but he's ferent. He's got bright parents."

Wife: "Oh, Henry, the lady next has a hat just like my new one."

Hubby: "Now I suppose you want another one."

Wife: "Well, it would be cheaper moving."

Father, to his little son — "My boy know men are smarter than women."

Small boy — "Are you smarter than my?"

Father — "Yes, son, but don't tell he might not be smart enough to underst

Cop — "You've been brought in fo toxication."

Joe — "Thass fine, lesh get started."

Mary — "I refused to marry Hank months ago and he's been drinking since."

Barbara — "That's what I call celebration too far."

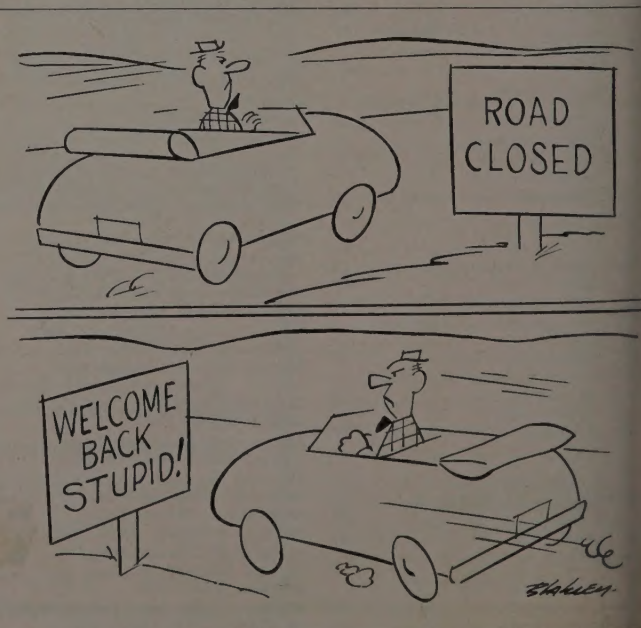
Stranger — "Good morning, doctor, dropped in to tell you how much I fited from your treatment."

Doctor — "But you're not one of tients."

Stranger — "I know. But my unc and I'm his heir."

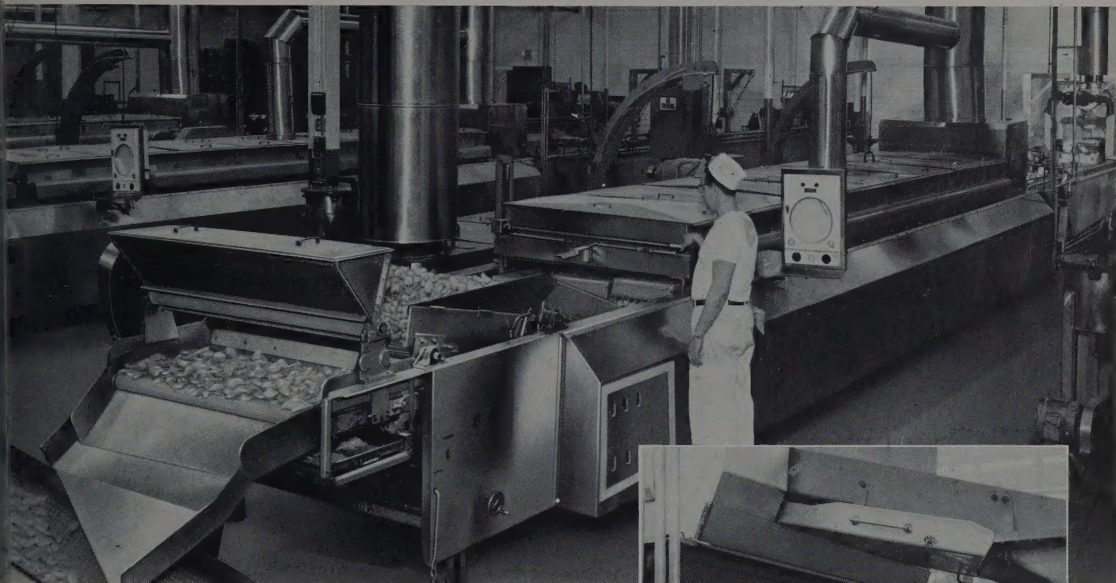
Mother: "I don't think the man apartment upstairs likes Johnny to pl drum."

Faher: "What makes you think the Mother: "Well, this afternoon he him a knife and asked him if he knew was inside the drum."





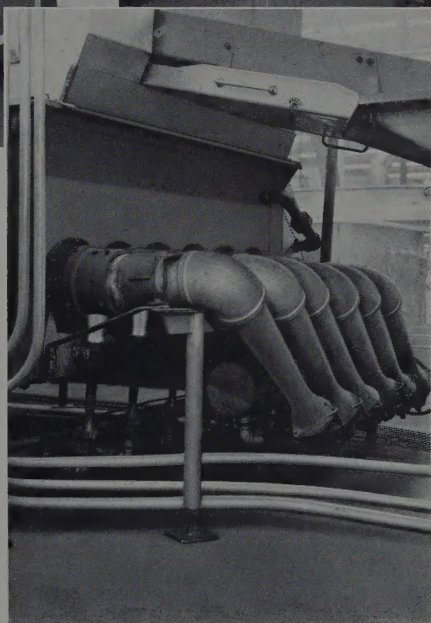
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## Why do men wash the dishes in Chicago?

Every time Papa Casey passed out the cigars, it was to announce another blessed he-vent.

First there was Abner, then Baldwin, then Caspar. Then Zeke. (He was the last.) Last to get chicken pox, hand-me-downs and dates. But first to get pressed into service over the Casey family dishpan.

Small wonder that Zeke grew up with a first-hand knowledge of household chores and a burning desire to stay out of the dishwasher.

Years passed. Zeke became Major-Domo of Galley Slave Inc., manufacturers of automatic dishwashers.

Galley Slave had been steering a steady, up-and-coming course, but Zeke didn't want to rest on his oars. So when Joe, the able-bodied salesman from the Chicago Tribune, hove into view, Zeke signaled him to come across.

"Howdy, Joe," boomed Zeke, "what do you know? About dishwashers in Chicago, that is?"

And it just so happened that Joe knew quite a lot.

According to a Tribune survey, only 2.6% of the Chicago market owns dishwashers. But 77% of these appliances are owned by families earning over \$7,000 a year—20% by the households in the \$4,000-\$7,000 income bracket, and the remaining 3% by families earning less than \$4,000.

"I weep for all those underprivileged males still washing dishes in Chicago!" moaned Zeke. "The only reason why *any* man *ever* does the dishes is

because he can't think of or afford a way to get out of it! Don't those Chicago men know that the way to get out of washing dishes is to buy the woman a Galley Slave?"

"Evidently not," sobbed Joe. "But that's one son why Chicago is such a fertile field for a washer advertising. Lots of hot dishwasher prospects earning over \$7,000 a year in the Chicago area haven't as yet thrown in the dish towel (471,926 to be exact). But the market definitely needs a lot of cultivating. When asked which of nine appliances they wanted next, only 5% of respondents in the Tribune's appliance survey mentioned a dishwasher. And 36.3% of this group no brand preference."



"Well, well," welled Zeke, "I'll not only have the convenience and desirability of dishwashers but also the specific advantages of owning a Galley Slave. But first I've got to find the ad medium reaches the most Hen-Pecked, Able-to-Buy Chicago Male Dishrag Manipulators."

"I don't have readership figures on that," replied Joe dejectedly. "But in case you ever to know what newspaper is read by 8 out of 10 Chicago Husbands Earning Over \$7,000 a year, I'll leave you my name and address."

Now maybe you sell dados or didos instead of washers, but this story applies to you, too. No one knows Chicago like the Tribune. Nothing sells in Chicago like the Tribune. And Joe's the guy to give the facts to you.

# Chicago Tribune

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